

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**FACTORS INFLUENCING TURNOVER INTENTION AT YONG HUI
DEPARTMENT STORE IN THE HE NAN PROVINCE, CHINA**



TIAN MENG LU

UUM
Universiti Utara Malaysia

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA,**

2018

**FACTORS INFLUENCING TURNOVER INTENTION AT YONG HUI
DEPARTMENT STORE IN THE HE NAN PROVINCE, CHINA**



By
TIAN MENG LU

UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management, College of Business
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the
Master of Human Resource Management**

2018



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN

(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

TIAN MENG LU (821646)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

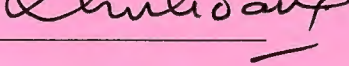
**FACTORS INFLUENCING TURNOVER INTENTION AT YONG HUI DEPARTMENT STORE
IN THE HE NAN PROVINCE, CHINA**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.

*(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper).*

Nama Penyelia : **PROF. DR. KHULIDA KIRANA BT. YAHYA**
(Name of Supervisor)

Tandatangan : 
(Signature)

Tarikh : **27 NOVEMBER 2018**
(Date)

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from University Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agreed that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:



Dean of School of Business Management
University Utara Malaysia
06010 UUM Sintok
Kedah DarulAman

ACKNOWLEDGEMENTS

This paper wouldn't be successfully completed without the guidance, advice and assistance provided from several individuals in term of their knowledge, experience and skills extended in contribution to the preparation from beginning until the completion of this project paper.

First and foremost, my utmost gratitude goes to my supervisor, Prof. Dr. Khulida Kirana Bt Yahya. For her valuable encouragement, advice, and guidance support provided in helping me to complete this project paper. Referring to my statement of "I am not good in Research Methodology and how to do a project paper" to Prof. Dr. Khulida Bt Yahya during the first meeting at her office at COB until the completion of this project, Prof. Khulida Kirana Bt Yahya has make a significant contribution in assisting me to complete this project paper.

I would also like to thank my HR managers and employees from Yong Hui Department store. They are willing to help me with the data collection process. Without their important cooperation, this study would not have been possible.

I am greatly indebted to my beloved family for their great patience, endless support and advice throughout this course.

Finally, I offer my regards and blessings to all those who supported me in any aspect during the completion of this study.

ABSTRACT

Employee turnover is a challenging issue faced by many industries in China. This study examine one Departmental Store in China that faced issues on employees turnover. The objective of this research is to examine the relationship between work stress, compensation and benefit, and supervisory communication with employees' turnover intention. Online questionnaires were used to gather data from 8 different departments in Yong Hui Department store. A total of 350 questionnaire were sent but only 268 respondents returned the questionnaires. All the data collected from the survey are entered and coded using SPSS Version 25.0. The Pearson's correlation and multiple regression tests were used to identify the relationship between the variables. The correlation results analysis suggested that work stress, compensation and benefits, supervisory communication have relationship with employees' turnover intention. The multiple regression results indicated that compensation and benefits, supervisory communication and work stress influence employees' turnover intention. Based on the findings, recommendation are suggested and the limitations of the study being discussed. HR managers in Yong Hui Department store need to help employees reduce their work stress and improve employees' compensation and benefit. Apart from that, they also need to have good communication between management and employee, as these would help Yong Hui Department store reduce employees' turnover intention.

Keywords: employees' turnover intention, work stress, compensation and benefit, supervisory communication

ABSTRAK

Pusing ganti pekerja adalah isu mencabar yang dihadapi oleh banyak industri di Negara China. Kajian ini meneliti sebuah *Departmental Store* di Negara China yang menghadapi isu kadar pusing ganti dikalangan pekerja. Objektif kajian ini adalah untuk mengenalpasti hubungan di antara niat pusing ganti pekerja dengan tekanan kerja, pampasan dan faedah, dan komunikasi penyeliaan. Borang soal selidik dalam talian digunakan untuk mengumpul data daripada lapan bahagian berbeza di Yong Hui Department store. Sebanyak 350 borang soal selidik telah diedar tetapi hanya 268 responden yang memulangkan soal selidik. Semua data yang diterima di masukkan dan dikod menggunakan perisian SPSS versi 25.0. Analisa korelasi pearson regresi berganda diguna untuk mengenalpasti hubungan antara pembolehubah. Keputusan analisis korelasi mencadangkan bahawa tekanan kerja, ganjaran dan faedah, komunikasi penyeliaan mempunyai hubungan dengan niat pusing ganti pekerja. Keputusan regresi berganda menunjukkan bahawa pampasan dan faedah, pengawasan komunikasi dan tekanan kerja mempunyai pengaruh ke atas niat pusing ganti pekerja. Berdasarkan dapatan kajian, cadangan dan limitasi kajian dibincangkan. Pengurus sumber manusia di Organisasi Yong Hui perlu membantu pekerja mengurangkan tekanan kerja disamping memperbaiki pampasan dan faedah kakitangan. Selain itu, mereka perlu ada komunikasi yang baik antara pengurusan dan pekerja kerana ini akan membantu organisasi Yong Hui Department mengurangkan niat pusing ganti pekerja.

Kata Kunci: pusing ganti pekerja, tekanan kerja, pampasan dan faedah, komunikasi penyeliaan

TABLE OF CONTENTS

PERMISSION TO USE	i
ACKNOWLEDGEMENT	ii
ABSTRACT	iii
ABSTRAK	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix

CHAPTER ONE INTRODUCTION

1.1 Introduction	1
1.2 Background of the Study	1
1.3 Problem Statement	8
1.4 Research Questions	13
1.5 Research Objectives	13
1.6 Significance of the Study	14
1.7 Scope of Study	14
1.8 Organization of Chapters	15

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction	17
2.2 Employee Turnover Intention	17
2.3 Work Stress	20
2.4 Compensation and Benefit	23
2.5 Supervisory Communication	25

2.6 Development of Hypotheses	28
2.6.1 Relationship between work stress and employee turnover intention	29
2.6.2 Relationship between compensation and benefit with employee turnover intention	30
2.6.3 Relationship between supervisory communication and employee turnover intention	33
2.7 Research Framework	34
2.8 Conclusion	35

CHAPTER THREE RESEARCH METHDOLOGY

3.1 Introduction	36
3.2 Research Design	36
3.3 Research Sampling	38
3.3.1 Unit of Analysis	39
3.3.2 Population	40
3.3.3 Sampling Technique	42
3.4 Operational Definition and Measurements	43
3.4.1 Employee turnover intention	43
3.4.2 Compensation and Benefit	43
3.4.3 Supervisory Communication	44
3.4.4 Work Stress	45
3.5 Translation	46
3.6 Pilot Test	47
3.7 Data Collection Procedure	49
3.8 Technique of Data Analysis	50
3.8.1 Reliability Analysis	51
3.8.2 Descriptive Analysis	51
3.8.3 Correlation Analysis	52
3.8.4 Regression Analysis	52
3.8 Conclusion	53

CHAPTER FOUR FINDINGS

4.1 Introduction	54
4.2 Response rate	54
4.3 Profile of Respondents	55
4.4 Reliable Test	58
4.5 Descriptive Statistic	59
4.6 Statistical Test	61
4.6.1 Correlation Analysis	61
4.6.2 Regression	62
4.7 Conclusion	64

CHAPTER FIVE DISCUSSIONS, RECOMMENDATIONS, IMPLICATION AND CONCLUSIONS

5.1 Introduction	65
5.2 Recap of the study	65
5.3 Discussions	66
5.3.1 Relationship between work stress and employee turnover intention	66
5.3.2 Relationship between compensation and benefit with employee turnover intention	68
5.3.3 Relationship between supervisory communication and employee turnover intention	71
5.4 Limitation of the study	73
5.5 Recommendations	75
5.6 Suggestions for Future Research	76
5.7 Conclusion	79
REFERENCES	82
APPENDICES	89

LIST OF TABLES

Table 1.1:	2017 Department store sales growth rate of major economies in the world	4
Table 1.2:	China retail department store turnover rate	5
Table 1.3:	2016, 2017 China's industry turnover rate	6
Table 1.4:	The employee turnover rate in Yong Hui Department Store	7
Table 1.5:	Employee turnover rate of Department stores in He Nan Province	7
Table 1.6:	Yong Hui Department Store permanent employee Structure	9
Table 3.1:	Yong Hui Department Store permanent employee Structure	41
Table 3.2:	Sample Size based on Stratified Random Sampling	43
Table 3.3:	Operational Definition and Items for Employee Turnover Intention	44
Table 3.4:	Operational Definition and Items Compensation and Benefit	45
Table 3.5:	Operational Definition and Items Supervisory Communication	46
Table 3.6:	Operational Definition and Items Work Stress	47
Table 3.7:	Reliability test for Pilot Test	49
Table 4.1:	Summary of the Data Collection	56
Table 4.2:	Demographic Profile of Respondents	58
Table 4.3:	Summary of Cronbach Alpha value and the items deleted from the questionnaires	59
Table 4.4:	Descriptive Statistic, Mean, Median and Standard Deviation Test for Research Variable	60
Table 4.5:	Pearson correlation analysis of the variables	62
Table 4.6:	Multiple Regression for research variables	64
Table 4.7:	Summary of Analyses Results	65

LIST OF FIGURES

Figure 1.1: 2013-2017 China GDP development trend	2
Figure 1.2: Proportion of GDP in China various industries (%)	3
Figure 1.3: The proportion of the elder population	7



CHAPTER 1

INTRODUCTION

1.1 Introduction

Turnover intention refers to situation when employee considers to leave or resign from their current position in the organization aiming to look for other employments (Rehman, 2012). The organization has spent a lot money especially in hiring (advertising, selection, interview, hiring firm, and candidate background check), training, developing, and retaining employees. Therefore, organization should focus on understanding factors that cause employees to generate turnover intention because under the fierce competition among industries, organizations cannot afford to lose skilled employees as they are the key persons to achieve the mission, vision and objective of the organization. This chapter consists the background of research, problem statement, research questions, research objective, significance of research, scope of study and organization of research.

1.2 Background of Study

With the increase number of department stores in China, the retail industry departmental stores have faced increasing competition and pressure. The number of China's department stores in retail industry have increased to 33.25 million between 2010 and 2017 (Li, 2017). The rapid development of the department store industry is

due to the continuous development of China's economy, the continuous improvement of GDP, and the improvement of people's daily consumption levels (Jiang, 2017). From Figure 1.1, China's GDP has continue to increase in recent years, and from Figure 1.2, the department store retail industry is a basic industry with a large proportion in China. The financial industry accounted for 12% of total GDP, the real estate industry only accounted for 14% of total GDP, the service industry accounted for 17% of total GDP in 2017. However, the department store retail industry accounted for 22% of the total GDP in 2017, which means that it has an important impact on China's GDP development. If the department store retail industry develops well, it will also have a greater impact on China's economic growth. From 2014 to 2017, the number of department stores in China increased by 1.8% (Miu, 2017). From the information above, we can conclude that department store retail industry has an important impact on China's GDP and daily consumption levels.

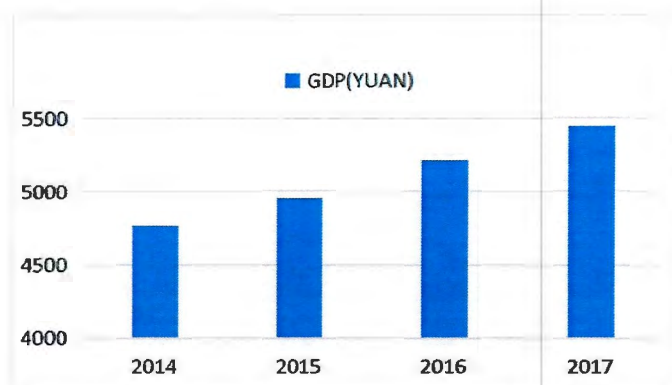


Figure 1.1 2013-2017 China GDP development trend

Source. Retrieved from China National Administration (2017)

Proportion of GDP in China various industries (%)

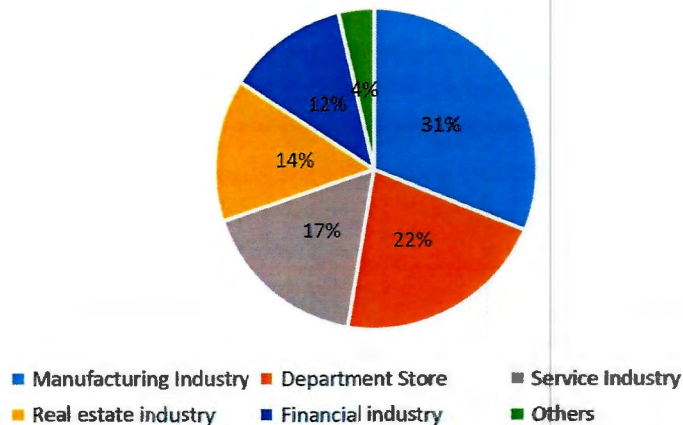


Figure 1.2 Proportion of GDP in China various industries (%)

Source. Retrieved from China National Administration (2017)

In term of the increasing growth rate of department stores, compared with Japan, America and EU, China's retail sales growth in the department store industry in 2017 was relatively high. The development of the department store industry has an important impact on China's economic development, because the department store industry is closely related to people's daily life, and it is the last link of goods from circulation to consumption. Compare with online shopping, people can buy the things they wanted directly and they do not need to wait for the product. The development of the department store industry is an important indicator to measure the development of a region (Yue, 2016). If the department store industry develops well, it will attract more people, thereby increasing consumption and improving the quality of life.

Table 1.1 2017 Department store sales growth rate of major economies in the world

Country	Retail sales growth rate (%)
China	10.4
Japan	-0.6
America	2.9
EU	2.8

Source. China Internet of Things Information Center (2017)

The department store retail industry is important for absorbing social employment and plays an important role in economic development and social stability. This is because the department store retail industry requires a large number of sales staff and cashiers, and has a low requirement for academic qualifications, which provides a large number of employment opportunities for the society. At the end of 2017, there were 5,709,200 employees in the retail industry in China, compared to the 77.063 million employees nationwide (Sun, 2017). Thus, employment in the retail industry accounted for 7.4% of the total employment in China, which means that the department store retail industry in China attracts a large amount of labors.

However, although providing a large number of jobs for the society, the employees in the department store show a higher turnover rate. This will lead to the negative impact

on the company such as losing excellent employees, delay processing doing works and deterioration of service quality. In 2016, the survey conducted by China Department Store Retail Association on 1,200 stores in China showed that only 274 stores have an employee turnover rate below 10% and 926 stores have an employee turnover rate more than 10% (Lin, 2017). As shown in Table 1.2 and Table 1.3, the turnover rate of the department store retail industry is very high.

Between 2016 and 2017, more department stores have been established, so the competition between them is getting bigger and the turnover rate has also increase. If there are better employment opportunity, they will have intention to leave the organization. Compared with other industries, the turnover rate of department store industries are higher because of the unstable working hours, usually working on holidays, and the huge workload.

Table 1.2 China retail department store turnover rate

Year	2013	2014	2015	2016	2017
Turnover Rate (%)	19.9	20.4	23.5	28.6	33.7

Table 1.3 2016, 2017 China's industry turnover rate

Industry	2016Turnover Rate(%)	2017Turnover Rate(%)
E-Commerce	23.2	25.9
Financial	14.4	14.5
Real Estate	10.3	10.5
Logistics	27.7	30.2
Retail department store	28.6	33.7
Travel\Hotel	9.4	12.5

Source. <https://www.pxc.com>(2017)

The high turnover rate of department store employees is a common phenomenon in China and every province has similar situation, especially in He Nan Province. This is because He Nan Province has the largest population in China, as well as larger number of department stores and labor. Therefore, choosing the department store industry in He Nan province is more representative. There are many different department stores in the He Nan Province. The reason for choosing Yong Hui Department Store is that it has the highest turnover rate compared to other department stores and the turnover rate has increase in recent years. Table 1.4 and Table 1.5 show that the turnover rate of Yong Hui Department Store is higher compared with other department stores in Henan province. Therefore, the problem that Yong Hui Department Store faces is how to solve the problem that the employee turnover intention is too high.

Table 1.4 The employee turnover rate in Yong Hui Department Store

Year	2014	2015	2016	2017
Turnover Rate	32.8%	33.1%	36.4%	38.6%

Source. Retrieved from Yong Hui Department Store Human Resource Department(May,2018)

Table 1.5 Employee turnover rate of Department stores in He Nan Province

Contrast Company	Turnover (2016)
Yong Hui Department Store	38.6%
Dennis Department Store	29.1%
RT-Mart	32.2%
Cui Hai Supermarket	31.9%

Source. Retrieved from Yong Hui Department Store Human Resource Department(May, 2018)

The department stores are still important in China because there are more elderly population in the He Nan Province. Since most of them cannot use the internet and new technology, they still choose to go to the department store to buy products. Therefore, even if the online shopping are very popular nowadays, the existence of department stores is still very important for the elder population. Figure 1.3 shows that the elder people account for 34% of He Nan province population.

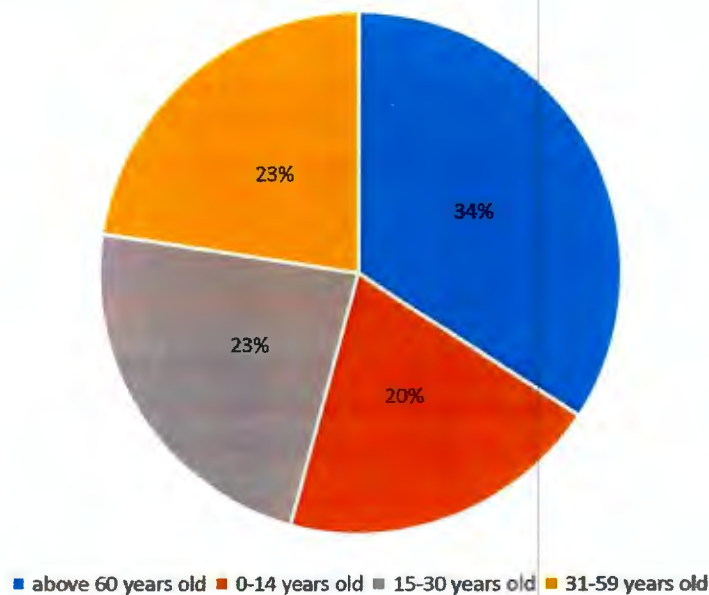


Figure 1.3 The proportion of the elder population

Resource: Statistical yearbook of China.

1.3 Problem Statement

In China, employees turnover is a serious problem. The cost of hiring and replacing employees are very high and searching for skillful worker can be difficult as more investments are needed for the training programs and it will also weaken the enthusiasm of employees. The high turnover rate of employees has always been a problem for managers in the department store industry (Zhou, 2015). The department store retail industry provides many employment opportunities because the department store industries needs a large number of sales people and needs different businesses for rental stores and to sell their products (Yang, 2012). On the other hand, the problem regarding work stress, job dissatisfaction, compensation and benefits

provided by the department store retail have lead to higher turnover rate among employees (Zhang, 2012). This is because more and more department stores are being established and competition become more competitive and tougher. Turnover rate in China's department store industry is still high in 2018 and for the He Nan province, which is the most populous province it is still highly competitive. In the Hen Nan province, the prices of houses have increased but the salary of employees increase at a low percentage, hence more employees leave the department store once they have better job opportunities (He, 2018). Every department store industry wants employees to create more profits, thus this lead them to increase the workload of employees and reducing their rest time. Hence, employee feel that the work stress increases and job satisfaction among them become lesser. When the job satisfaction become lesser, the turnover intention will increase.

Work stress is a problem that department store employees need to face. Muschalla (2015) found that department store employees work longer hours and have shorter rest time, especially during holidays, and they have difficult work goals. Therefore, department store employees often feel stressful. Shi (2016) found that employees in the department store feel stressful because they often worked overtime. They often worked overtime until late. They cannot take care of the family and children, and they felt that the work and life were difficult to balance, so they felt stressful. However, Zhou (2015) found that the employee work stress in the department store industry comes from career development, especially for young people, they don't

want to be salesmen all the time, because doing the same job continuously makes them feel boring and impatient. The promotion of employees in the department store is relatively slow, which will also make employees feel stressful. Hence, there is a need to find out if work stress among departmental store employees will influence their turnover intention.

In addition, compensation and benefits are always having reported related to employee turnover intentions. Grace(2014) and Zhou (2015) found that an effective compensation system will improve employee job satisfaction and reduce employee turnover. However, Asuman (2015) reported that good pay package might not have positive influence on employee turnover. Because employees always think that pay and return are not proportional, this is a psychological problem, they always think that their salary is not high. Compensation and benefit satisfaction can be seen as someone who is satisfied by the compensation and benefit when the perception on the compensation and benefit are suitable with what is expected. Individual who is satisfied tends to stay in an organization, but unsatisfied ones will choose to leave the organization. Increase in employees' satisfaction on compensation and benefit received will increase the organizational commitment and will lower the turnover intention (Weldeyohannes, 2016). The type of compensation also has an impact on employee turnover. In addition to salary increases and cash bonuses, Yu (2014) also shows that stock options have an impact on executive turnover, and Liu (2014) shows that employees with higher levels of insurance and retirement benefits

generally have lower turnover rates. The scope of the above studies is the same, but the results are different, thus, whether the compensation and benefits will effect the employee turnover tendency requires further study, particularly in the department store in China. Hence, there is a need to find out if compensation and benefit among departmental store employees will influence their turnover intention.

In addition, supervisory communication is another factor that affects employee turnover intentions. Reasonable work guidance helps to improve employee enthusiasm and reduce employee turnover intention (Dormio, 2014). According to Abu Bakar, Mustaffa and Mohamad (2009), communication in organizations between employees and employer is important because this is where organization direction (mission, vision and objective) can be cascaded and work together with teams to achieve it. Issues in communication occurs when employees do not receive messages in a timely manner which can cause delay in decision making and project cannot be completed as per deadlines. In another situation , ineffective communication occurs when organization objectives are not clear and leaders do not discuss their objectives with middle level managers. Hence, if the employee can not have a communication with their supervisor, they will not do work effectively. When leaders do not discuss their vision for the organization future, it will impact the sense of belonging among employees in the organization. Consequently, it would not inspire employees to do their best and triggers employee intention to find jobs in other organizations that have good communication practices. The reason why

employee search new organization with good communication practices is because it can assist employees to complete their tasks successfully, create teamwork environment, and increase job satisfaction.

Usually, if organization has good communication practices, it can help decrease the turnover intention (Yang, 2012). However, Sun(2017) found that supervision do not affect employee's turnover intention. This is because the employee's departure is due to work stress and employees often feel that there are jobs that are not completed or goals that are difficult to achieve. Employees in the department store have unstable working hours, they often work overtime and can not rest during the holidays. Therefore, it is difficult for employees to discuss the rest time with the supervisor. The supervisor will let the employees keep working. It is difficult for supervisors to listen to employees' ideas, they need more people to make profits. Hence, there is a need to find out if supervisory communication among departmental store employees will influence their turnover intention. In summary, work stress, compensation and benefit, supervisory communication are the factors that influence employees' turnover intention.

1.4 Research Questions

Based on the discussion, the following research questions are developed:

1. Is there relationship between work stress and the turnover intention among Yong Hui Department Store employees?
2. Is there relationship between compensation and benefits and the turnover intention among Yong Hui Department Store employees?
3. Is there relationship between supervisory communication and the turnover intention among Yong Hui Department store employees?

1.5 Research Objective

Consistent with the above research questions, the specific objectives of this study are:

1. To examine the relationship between work stress and employee turnover intention among Yong Hui Department Store employees.
2. To identify the relationship between compensation and benefit and employee turnover intention among Yong Hui Department Store employees.
3. To determine the relationship between supervisory communication and employee turnover intention among Yong Hui Department Store employees.

1.6 Significance of Study

The increase in employees' turnover has always been an important issue for China's department store retail industry. As a traditional department store industry, Yong Hui Department Store is facing more serious problems of employee turnover. As it use the traditional business model and management model, it is not recommended to use new technology, and it does not adapt to the development of society, because they think the traditional business model is more stable, there are many risks in online sales now and the traditional management system is more accurate. Therefore, study on factors which influence employee turnover will assist the managers of Yong Hui Department Store to determine reasons for employee turnover and take measures to reduce the turnover intention of employees. The significance of this study is to find out the factors why employees have turnover intention and to determine whether there is a direct link between work stress, compensation & benefits, supervisory communication and employee turnover intention.

1.7 Scope of Study

This study focus on employees of Yong Hui Department Store and cannot represent employees from other department store retailers. There are limitations on the factors that study the turnover tendency of Chinese department store retailers. This research is aimed at low-level managers , middle-level managers and general

employee but does not include senior managers.

1.8 Organization of Chapters

This study is organized into five chapters namely:

The first chapter provides an overview of the issues and problems in the department store industry that triggers the employee turnover intention, followed by problem statement, research questions, research objectives, and finally the significance of the study. The benefits of this study may be applied to other organizations and for future research work.

Chapter 2, literature review on the dependent (employee turnover intention) and independent variables (work stress, compensation and benefit and supervisory communication) are presented to provide understanding the relationship between variables.

Chapter 3, discuss the research methodology which consist of the research design, population and sampling size, definition operation and measurement of variables, data collection and procedure and also techniques of data analysis used by researcher in this study.

Chapter 4, disclose the results from data analysis using the Statistical Package for Social Science (SPSS).

Chapter 5, provide the discussion regarding research findings. This study will conclude with recommendations, suggestions and implication of the research for future research.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter will discuss the relevant literature related to the study variables namely; compensation and benefit, work stress and supervisory communication with employee turnover intention among Yong Hui Department Store employee. The literature review is retrieve from various sources such as journals, newspapers, related publications as well as book relevant to the study. This chapter also discuss the dependent variable which is employee turnover intention and the independent variables of work stress, compensation and benefit and supervisory communication. Besides, the chapter includes variables definition, past studies and theoretical framework which is used as the basis of this study.

2.2 Employee Turnover Intention

Turnover intention is explained as an employees' voluntary decision to leave an organization and it is observed as the best predictor of actual employee turnover (Nair and Salleh, 2017). Turnover intention is classified as voluntary decision because the intention is coming from the individual desire and no one can force to make such judgement. As stated by Mai et al., (2016), turnover intention represents

an important cognitive change for employees as they started to disengage from the organization and this has changed their relationship with the organization since the motivation to stay is getting weaker. In addition, Kim et. al, (2017) also mentioned that turnover intention also depends on how organizational and individual factors effect employees' physical and psychological status. In other words, the turnover intention depends on the employee's own situation, no one can force them. If an employee does not want to continue his current job, they will have turnover intention.

Besides, employee turnover is defined as the rate of employees leaving an organization at the organization's request as well as leaving on their own initiative (Jeffrey, 2015). According to Ahmad & Omar (2010) employee turnover is considered a serious issue encountered by many organizations and this phenomenon is a persistent problem to the organizations, therefore the organization is required to study and closely monitoring the employee turnover by ensuring the value employee being retain. The organization has invested in items of money and time to develop the employees' competency in performing their job. If the retention strategies are not good enough, they will cause the organization to lose their employees and at the same time, their time and money that had been invested in the employees. Given the significant of employee turnover in an organization, managers shall facilitate with necessary competency to develop an effective method to manage employee turnover issue (He et al, 2016). In other words, most companies face the problem of high

employee turnover and cannot retain employees. Every company needs to develop a sound policy to retain employees.

The turnover intention is reflected in the possibility that the employee wants to change jobs within a certain period of time, turnover intention is the last step before turnover behavior (Soumi, 2016). Recently, most of organizations are facing pressure of hiring cost when there is high employee turnover rates. The cost identified of hiring replacement comprised of the selection cost, recruiting, and training new employees each time an employee leaves the organization (Allen, Bryant, and Vardaman, 2010). Organization are require to spend more turnover cost for jobs that are complex and unique as those skills are limited in the market due to the skills being very specialized and highly demand (Boushey and Glynn, 2012). Lucas (2012) also mentioned that replacement cost is extremely expensive because organization is not only losing time to find new employee to replace the current vacant but consequently it effect the productivity. It is because the new hire will take times to learn the new process, adapt with new environment and understand the organization objectives before the employee can perform the job as per expected. Therefore, managers and HR practitioner should focus and understand the factors that influence decision to leave organization as turnover cost will increase if failure to retain the skilled employees in the organization. Furthermore, focusing on turnover intention among employees rather than actual turnover will give advantage to organization because corrective action can be taken before employees really leave. As a result,

voluntary turnover rates can be managed effectively (Deborah et al., 2016). This means that if a large number of employees have a turnover intention, the company must recruit new employees, which will increase the cost of recruitment and put pressure on the company.

In summary, employee turnover intention is the decision or judgment of voluntary separation when employees are separated from the organization. If the manager or HR practitioner can identify the problem that caused the employee to leave the organization, the organization will be able to effectively manage the turnover rate.

2.3 Work Stress

The definition of work stress is derived from the concept of stress, and there are different perspectives on the concept of work stress. Aiken (2015) concerned with the source of stress and believes that stress is beyond any normal adaptation reaction; Alley (2014) defines stress as the individual's general, unconscious, and regular mobilization of his or her functions and resources when individuals face stress. This definition is more concerned with the consequences of stress. Debisi (2015) believes that work stress is a feeling that the individual feels when a normal lifestyle or environment changes, and does not focus on the process itself. Yan (2017) believes that stress response is the non-specific performance of individuals in the face of stress, and stress response is a comprehensive stress adaptation process of individuals

in social environment life. Therefore, when employees feel stressful, there will be some abnormal performance. At this time, there is no way to concentrate on work and reduce work efficiency.

Michie (2012) defines stress as "the mental and physical state caused when an individual's resources are insufficient to cope with the demands and stress of the situation". Similarly, Fitzgerald (2013) argues that work stress stems from "an imbalance between the demands of the workplace and the ability of individuals to cope". Thus, work stress is a negative mental state due to the interaction between the worker and his or her work environment. So, only by reducing the work stress of employees, they will have a positive working attitude. Reducing work stress will also make them more confident that they have the ability to do a good job.

Besides, the independent variables of work stress mainly include organizational factors, individual factors and social factors. Work stresses include many job responsibilities, heavy workload, monotonous work, vague roles and low participation. When employees feel that they are not expecting what they are looking for or have low job satisfaction, they will be under pressure, what the organization gets is low job performance, even employee leaving the organization (Armeli, et al, 2016). The individual factors are based on the employees themselves. Although the higher level of work control is beneficial to alleviate the work stress, if the employees' own self-satisfaction is low, they lack the ability to control the work, then

the high-level work control will also bring the employees come to stress (Keenan, 2013). The adjustment factors of individuals include: work change tolerance, the higher the tolerance, the more it helps to reduce the work stress; Self-esteem, the stronger the self-esteem, the greater the work stress; Strong, stronger personality helps reduce work stress (Shi,2013). Social factors include: dual occupation, increased competition, technological changes, changes in social roles, etc (Murphy, 2014). Therefore, when employees feel that work stress is high, they will think that they cannot adapt to work and thus have a turnover intention.

In addition, the department store retail industry is a very stressful industry because of long working hours, difficult working conditions, and difficult sales targets. The individual's general, unconscious, and regular mobilization of his or her functions and resources when individuals face stress (Shi, 2013). Quantitative and qualitative overload coupled with insufficient time, staff shortage, excessive work hours, irregular shift work, burdensome task, heavy workload, frequent overtime, no holidays (Stordeur, 2016). As work stress causes employees to have a tendency to leave, reducing employee stress can reduce employee turnover intention.

In summary, work stress is the result of interaction between the individual and the outside. Among them, work stress includes both the environment's stimulation of people and the response of people to stimulation. That is means, when people are not adapted to the working environment, there will be different reactions. This reaction is

negative and will make them want to leave the current working environment.

2.4 Compensation and Benefit

Compensation consists of intrinsic and extrinsic benefits that employees received in performing their tasks (Martochio, 2011). According to Yan (2017) intrinsic compensation is defined as the recognition, sense of achievement and job satisfaction that the employees received for their own interest to continue perform their jobs whereas extrinsic compensation is defined as monetary reward such as salary, bonus, allowances, incentive pay, commission and non-monetary reward such annual leave, medical benefits, public holiday, insurance. In this study, we defined compensation and benefits as extrinsic compensation. The extrinsic compensation include current salary, allowance and benefit. Reward system and bonus system reflect on employee' s psychology mind-set as a result of performing their duties.

Besides, compensation and benefit is an important subject of human resource management, focus on employee compensation and benefits policy development. While compensation and benefits are practical, there are also intangible rewards such as recognition, work life and development. After the merger, these are called total rewards. The term compensation and welfare refers to discipline and reward itself (Yu, 2013). So, if the compensation management policy is reasonable and employees receive reasonable salary and rewards, then employees will increase their enthusiasm

for work and reduce their turnover intention.

Furthermore, in a study involving data from 583 participants in Hong Kong and 121 participants in China, it was revealed that compensation components are important factors to retain employees (Randy et al., 2012). The way compensation is allocated for employees actually send messages about the management believes and what is important in the types of activities it encourages. Evidently in a study conducted on Southwest airlines by Aric (2016) on managing compensation and benefits through organizational pay, he emphasized that the human resources department can use compensation strategy to strengthen the strategic and business strategy of the organization by enhancing individual performance. In other words, from the perspective of strategic development, a good compensation management system can retain employees for a long time, can increase employee have a good performance. If the employee want more compensation and benefits, they need to reflect good performance and they will not have turnover intention.

According to Ming (2014), 301 non-academic staff at the Iranian Medical University, the strategic compensation management system is conducive to the realization of organizational commitment, employees will be more convinced of the organization and work for the organization, because they will receive reasonable rewards and salaries, then employees will reducing the turnover intention. This is especially true in the department store, because department store need more sales people and the

salary is low, employers need to raise their starting salary to attract a sufficient number of applicants. Because the department store industry has long working hours and fewer holidays, it needs high salary to attract more employees. Another reason is due to the highly competitive labor market and low unemployment in the region, especially in China, which means that people can find jobs in more attractive industries, such as government services and the tourism sector, which usually cater to their career (Jill, 2013). Therefore, employers need to consider paying high interest rates and other benefits and compensation options to attract more candidates and potentially attract more qualified and well-educated employees. At the same time, it is also beneficial to retain excellent employees and reduce their turnover intentions.

In summary, compensation and benefits are the concern of every employee and one of the key factors to improve employee satisfaction, higher employee satisfaction will reduce turnover intentions. Therefore, the research on the relationship between compensation and benefits and employee turnover intention have a great importance to the organizations.

2.5 Supervisory Communication

Supervisory communication is define as superior-subordinate relationships interaction either verbal or non-verbal or upward (bottom level to top levels) and downward communication (direct supervisor to employee) that helps employees to

perform their task in organization (Mohamad, 2008). It is important for both supervisor and employee to have effective interaction so that it creates two ways communications which help to close the communication issues between supervisor and employees as well as increasing the levels of trust when supervisor is open for feedback and opinion. Thus, effective communication will make the employee happy to work in organization because they can meet personal and organizational goals concurrently. As a result, employee would not think to find other jobs when they are satisfied with communication practise in organization.

Besides, communication is an important component in an organization that requires a serious attention especially in managing human resources because inconsistent communication between management and employees will expose to communication problems such as employee might not understand clear direction and guidance toward achieving the organization goals (Dasgupta, Suar, Singh, 2012). As the consequences, it distracted employees focus and they could leave organization if they are lacking of guidance and feel disconnected with the organization. This statement is supported by Lloyd et al., (2015), who believed the supervisor's effective listening an impact on employee's reaction which could affect job outcomes and prompt the intention to find a better employer.

Further, Abu Bakar, Mustaffa and Mohamad (2009) in their research stated that employees who have good interaction with their supervisor shown high level of job

satisfaction and performance, hence it will lower their intention of turnover. Normally, good interaction involves quality of supervisor support and clear direction helps both employee and supervisor to work together effectively by understanding each others need. On top of that, positive organization communication is encouraging supervisors to do and say the right thing as this will motivate employees to follow their behaviour such as sharing their opinion and ideas to make better decisions in organization (Lam et al., 2016). When supervisors willing to listen to employees' opinions, they feel they are a part of the organization, employees feel that they have a comfortable working environment, which is beneficial to their potential. Thus, employee would not think to find new job in other company.

Additionally, Van Vuuren et al., (2007) also found the effective supervisor communication helped improved the subordinate' s team-oriented commitment. It is because supervisor is accountable to provide clear instructions for employees to do work, making wise decision for employee' s benefit and support them when they needs help or guidance (Kim et al., 2017). In another study, Greenberg and Edwards (2009), observed that effective listeners experienced by employees derived a positive effect to organization. For instance, employee may observed supervisors who are willing to listen to their feedback as more open person, and supportive. Based on these statements, when employees see clear directions and has authority to make decision, it influence their commitment to deliver the job assigned because they feel responsible to complete the job. Normally, employee who is affectively committed

has desires to remain part of the organization as they are motivated through goals of the organization that has been communicated clearly (Lam and Liu, 2014).

Other than that, previous literature has suggest that supervisor listening as an important behaviour which is portrayed managerial openness to motivate employees to speak up, encourage two-ways communication as this will likely influence turnover intentions (Lloyd, 2015). He also mentioned that perceived supervisor listening play an important role because strong relationships between supervisors and employees is the key factor of voluntary turnover decision. It is true that when manager is willing to listen effectively during feedback given, employee will feel appreciated as their inputs have been heard and this encourage them to stay longer in organization and shared their opinions for organization' s benefits.

In summary, the past empirical studies have shown there are significant relationship between supervisory communication (Lloyd, 2015; Allen et al., 2010; Kluger, 2013) with employee turnover intention because employee will stay longer in the organization and less likely to leave when supervisors have two ways communication such as listened to their ideas and feedback.

2.6 Development of Hypotheses

The aims of the hypothesis development is to identify and synthesize scientific evidence pertaining to the study.

2.6.1 Relationship between work stress and employee turnover intention

Work stress is the individual's general, unconscious, and regular mobilization of his or her functions and resources when individuals face stress (Shi, 2013). Work stress influence employee's job satisfaction which in turn leads to low performance and the intention to leave the job (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010). There are many researchers who found that the greater the amount of stress, the higher will be the turnover intention of employees (Chen et al., 2010; Applebaum et al., 2010). A positive relationship was also found between work-life conflict, stress, and turnover intentions by Noor (2014). This is show that the greater the work stress, the higher the turnover intention, the lower the work stress, the lower the turnover intention.

Hwang et al. (2014) studied the influence of occupational stress on employees' turnover. Stress is an actually a physical and psychological state that arises in quite a lot of situations and can be viewed as a crucial part of a person. They demonstrate that stress has a negative impact on employees' personal lives. As the stress decreases the productivity, self-esteem and performance of the employees will also decrease. When employees' performance is low, they will have a higher turnover intention. Shi (2015) studied department store segment as turnover because stress is high in this segment. He indicated that employees who are affected by the occupational stress have intention to change their jobs. Turnover intention is

considered as an interpreter of genuine turnover. Thus when turnover intentions are high , the stress level is also high. Stress arises from different sources and factors such as task, pay, and unfair treatment, inconsistency with job conscientiousness, organizational culture, and lack of support (Zheng, 2015).

In other studies, a strong inverse relationship was found between employees' job stress and their turnover intention (Redfern, 2012). Work stress will reduce the enthusiasm of employees, and the decrease in enthusiasm will lead to a tendency to leave. If the enthusiasm of employees is high, the turnover intention will be reduced (Gifford, 2014). Based on the above, the following hypothesis is formulated:

H1: There is significant relationship between work stress and employee turnover intention.

2.6.2 Relationship between compensation and benefit and employee turnover intention

The compensation and benefit include current salary, allowance and benefit. Reward system and bonus system reflect on employee' s psychology mind-set as a result of performing their duties (Zeffane, 2014). By Shahzad et al. (2012), found a positive relationship of compensation practices with the performance of university teachers in Pakistan. This is important especially when countering the other factor of turnover

intentions in the long run. It is a known fact that employees desire a compensation system that they perceived as being fair and commensurate with their skills, experiences and knowledge. Therefore HRM must take note that pay is the main consideration because it provides the tangible rewards for the employees for their services as well as a source for recognition and livelihood.

Further, in a study involving 583 participants in Hong Kong and 121 participants in China, it was revealed that compensation components are important factors to retain employees (Randy et al., 2012). If the company has policies to retain employees, it will reduce the turnover intention of employees, this is because a good compensation policy can motivate employee to work hard. William (2012) agree that the way compensation is allocated for employees actually send messages about the management believes and what is important in the types of activities it encourages. This means that when employees are encouraged, they will increase their enthusiasm for work, the higher the enthusiasm for work, the lower the intention to leave. Evidently in a study conducted on Southwest airlines by Aric (2015) on managing compensation and rewards through organizational pay, he emphasized that the human resources department can use a compensation strategy to strengthen the strategic and business strategy of the organization by enhancing individual performance. This also provide the opportunity for the organization to explore and consider other non- conventional areas for implementation in the future in ensuring job satisfaction for the employees such as flexible time, shorter working hours and

even providing child care services for the woman employees with children as part of the compensation package (Jill, 2015). Therefore, when the employee's job satisfaction with compensation and benefits, the turnover intention will be lower. In research by Roya et al. (2011), on 301 non academic staff at the faculty of medical sciences in Iran, revealed that Strategic compensation practices result in a lower likelihood of employees leaving the organization. This means that strategic compensation practices help to reduce employee turnover intention.

In other studies, Roberto (2016) from the University of Valencia, Spain opine that salary strategies were negatively correlated to employee turnover intention. This is show that if a company has a good compensation policy, the employee turnover intention will lower. In a similar survey conducted on 666 Thai workers, results revealed beside fairness and growth opportunities as job satisfaction for the workers, compensation and benefit was also cited as an important criteria for and negate turnover intention (Lobburi, 2012). Hence, based on the above, the following hypothesis is formulated:

H2: There is significant relationship between compensation and benefit with employee turnover intention.

2.6.3 Relationship between supervisory communication and employee turnover intention

Supervisory communication is defined as the superior-subordinate relationships interaction either verbal or non-verbal that helps employees to perform their task in organization (Mohamad,2008). In a study of employees at Askari bank of Pakistan, Irfan (2008) found that good relationship with supervisor are significant factor to reduce turnover intention and increased employee retention. This show that if the employee and supervisor have a good relationship, it will reduce employee turnover intention.

On the other hand, Abu Bakar, Mustaffa and Mohamad (2009) found that employee and supervisor who has low quality working relationships may influence employee turnover intention. So, if there is a lack of correct communication between the employee and the supervisor, this will affect the employee's turnover intention, and the more dissatisfied with the supervisor, the higher the turnover intention will be. Usually, the supervisor's listening ability is negatively related to the employee's turnover intention (Lloyd et al., 2015). When the employee feels being listened, they will reduce the turnover intention, when the employee feels that they are not listening, they will feel depressed, which will lead to an increase in employee turnover..

In fact, Donner (2017) indicated the supervisory communication is negatively related to employee turnover intention. That is means employees who constantly experience

wrong communication may develop a negative relationship with their supervisor and the organization. This negative experience may influence employees to look for different work environment when employees have the opportunity to leave the organization with better position. This show that if employee have a good communication with their supervisor, it will reduce employee turnover intention. In contrast, if the employee have less communication with their supervisor, they will leave the organization once they have the opportunity. Based on the above, the following hypothesis is formulated.

H3: There is significant relationship between supervisory communication and employee turnover intention.

2.7 Research Framework

The research framework was developed based on problem statement, literature review. This research framework is to examine the relationship between perceived work stress, compensation and benefit and supervisory communication at workplace as independent variables and the employee turnover intention among Yong Hui Department store as the dependent variable. The research framework are indicated by the following illustration:

INDEPENDENT VARIABLE (IV)

DEPENDENT VARIABLE(DV)

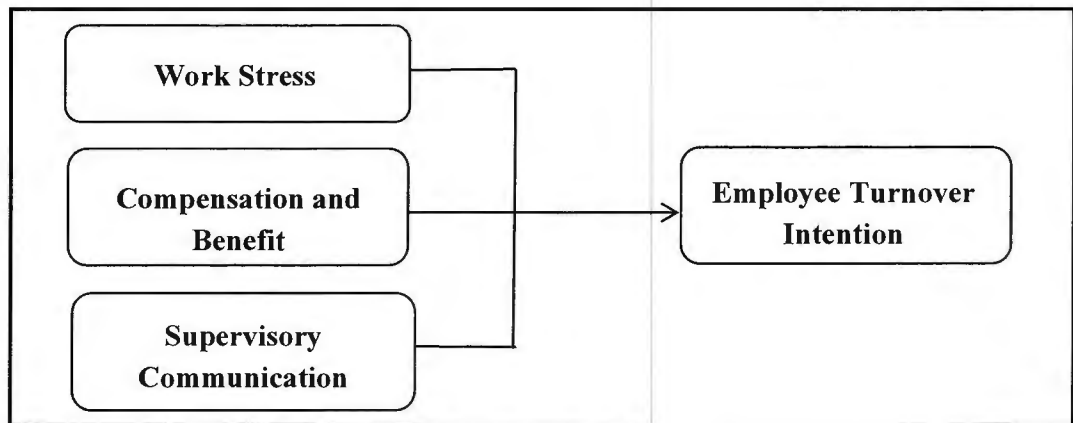


Figure 2.1 Research Framework

2.8 Conclusion

This chapter discuss the literature review, theoretical framework and hypothesis development. The discussion focus on one dependent variable and three independent variables that support this study. The procedure and research method will be discussed in the next chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is divided into several parts which will be described in details. The sub-topic includes research design, research sampling, operational definition and measurements, survey materials, data collection procedure and technique of data analysis.

3.2 Research Design

Research design is a method and structure of an investigation which is decided by the researcher and meet the standard to conduct collection of data as well as analysis (Neil,2010). This study apply quantitative study. Quantitative research involves the use of computational, statistical, and mathematical tools to derive results. It is conclusive in its purpose as it tries to quantify the problem and understand how prevalent it is by looking for projectable results to a larger population (Corrine, 2011). This study was conducted in the form of a quantitative method that is using questionnaires for the research.

Quantitative research design is used for this study because it involves an objective and systematic way whereby the numerical data are using to obtain information for the research (Cresswell, 2014). The survey will be distributed to the targeted employees. The quantitative research of questionnaires method is the most popular survey method for data collection in business and management studies (Reduan, 2012). According to Sabitha (2015) the survey is a popular, suitable and preferred method because it is very effective and the data collected from respondents are the evidence to the research. The questionnaires are distributed to the targeted respondents with the objective for data collection for research (Cai, 2014). According to Weiss (2016) the survey method must be perform in a systematical way even though the survey method is targeted for the large scale of respondent. It is one of the data collection techniques that have been developed for the reason of predicting, making descriptions and analyzing the significant relationships between variables in the study. Therefore, this study was conducted in the form of a quantitative method that is using questionnaires for the research.

The data was collected using survey and the respondents personally read and answered the questions. The questionnaire was distributed to employees of Yong Hui Department Store. In order to avoid bias, the online questionnaire was distributed to employees in different departments in order to increase the participation of respondents in this study . The sample includes permanent employees from various department. The questionnaire is distributed to the employees of different

departments through the manager of each department.

3.3 Research Sampling

The research sampling is divided into several parts which includes population, sampling size and sampling technique. The sample is a group of people, objects, or items that are taken from a larger population for measurement. The sample should be representative of the population to ensure that we can generalise the findings from the research sample to the population as a whole (Li, 2011).

The employees in the Yong Hui Department Store are targeted for this research and those employees who work at different department from the employee category will be selected as a data collection for this research. Therefore, the unit of analysis of this research are individual employees.

Population is defined as a complete group, such as people, employees or territory that share a common characteristic (Zikmund, 2010). The population of this study is the permanent employee of Yong Hui Department Store. Studying permanent employees is relevant because the turnover rate of permanent employee in the department store is the highest compared to non-permanent employees (YH Survey, 2017). There are 677 permanent employees at Yong Hui Department Store as of May 2018, including staff from various departments such as operation department, sales department,

after-sales service department, finance department, advertising department, security department, human resource management department, and administration department. From Table 3.1, the total population of permanent employees of Yong Hui department is 677.

Yong Hui Department Store Co.,Ltd. is located in the most prosperous business district of Zheng Zhou City, He Nan Province, China. He Nan Province is located in central China and is the most populous province in China. The operating area of Yong Hui Department Store is 42,000 square meters. For department stores in He Nan Province, 42,000 square meters is the larger department store. As a typical department store retailer, Yong Hui Department Store has not been able to solve the problem of high employee turnover rate in recent years. Yong Hui Department Store is a traditional department store industry, established in March 1990. Thus, the management model and business model are more traditional and difficult to adapt to the fast-growing society, and there is no management system to control the turnover rate of employees. There are 1014 employees in Yong Hui Department Store with 677 permanent employees while the remainder are contract employees. The study targeted 677 people with permanent employees. From the Table 1.6 , it can be seen that the structure distribution of Yong Hui Department Store permanent employees, comprise of 14 top managers which include one chairman, one general manager and 12 deputy general managers.

Table 3.1 Yong Hui Department Store permanent employee Structure

Department	Number of Employee
Operation Department	42
Sales Department	493
After-sales service Department	24
Finance Department	17
Advertising Department	39
Security Department	42
Human Resource Management Department	11
Administration Department	9
Total	677

Source. Retrieved from Yong Hui Department Store Human Resource Department(May, 2018)

3.3.1 Sample Size

For Yong Hui Department Store which has 677 permanent employees, Krejcie and Morgan (1970) recommends a sample size of 350 employees. The selected groups for sampling include general employees, lower managers, and middle managers. In this study, senior management was not included because the number of senior management was only 3% of the total employee. Therefore, the survey are randomly distribute to the general employees, lower managers and middle managers. After excluding top management, there are 677 employees located at various department.

3.3.2 Sampling Technique

In this research, probability sampling are selected as the sampling technique. The purpose for choosing probability sampling is to avoid bias and ensure all groups of respondent are represented. Therefore, stratified random sampling was chosen to highlight a specific subgroup within the Yong Hui Department store employee. The stratified sampling technique is defined as a stratified sample in which the number of sampling units drawn from each stratum in proportionate to the population size of that stratum (Zikmund, 2010). Sekaran and Bougie (2013) found that proportionate stratified random sampling is the most suitable sample to be used in research which consists of a lot of different group break from the large population selected with same characteristic. This sample technique is simple and less cost in data collection. This technique is useful because it ensures the presence of the key subgroup within the sample. Table 3.2 show how the total populations are divided into groups.

Table 3.2 Sample Size based on Stratified Random Sampling

Category Population	Total Population	Percentage (%)	Sample
Operation Department	42	6.2	22
Sales Department	493	73	255
After-sales service Department	24	3.5	12
Finance Department	17	2.5	9
Advertising Department	39	5.8	20
Security Department	42	6.2	22
H R M Department	11	1.6	6
Administration Department	~	~	~
	677	100%	350

3.4 Operational Definition and Measurements

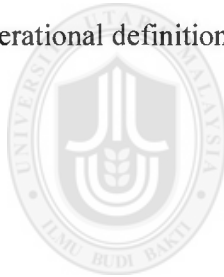
In this study, a set of questionnaire were developed as an instrument to measure the relationships between independent variable and dependent variables. The questionnaire survey comprises of two sections. Section 1 comprise of demographic questions and Section 2 are the items for the independent variables and dependent variable. The three independent variables are compensation and benefits, work stress, supervisory communication while the dependent variable is employee turnover intention. The sample questionnaire is in Appendix 1A.



UUM
Universiti Utara Malaysia

3.4.1 Employee turnover intention

Turnover intention is defined as the thoughts of quitting, intention to search other employment and quit from the present work role (Liu, 2014). Employee turnover intention is measured using seven (7) items developed by Hui et al., (2007). The items were tested previously by Boon and Biron (2013) with reliability value of 0.87, Walters (2013) and Jia (2016) with reliability value of 0.82 and 0.85 respectively. Respondents are required to provide responses for these 7 questions measurement using a 7-point Likert scale from 1- strongly disagree to 7 - strongly agree. The details items and its operational definition are showed in Table 3.3.



UUM
Universiti Utara Malaysia

Table 3.3: Operational Definition and Items for Employee Turnover Intention

Variable Definition	Operational	Items
Turnover Intention	The thoughts of quitting, intention to search other employment and quit from the present work role.	1. I frequently think of quitting my job 2. I will probably look for a new job within next 12 months 3. I plan to stay in this company to develop my career for a long time (R) 4. For me, this company is the best of all possible organizations to work for (R) 5. It is easy for me to leave my present job 6. My investment in my job is

Source: Hui et al (2007), (R) is the reverse questions

3.4.2 Compensation and Benefit

Compensation and benefit is defined as the monetary reward. The monetary reward include current salary, allowance and benefit. Reward system and bonus system reflect on employee ' s psychology mind-set as a result of performing their duties. (Zeffane, 2014). The items were developed by Mobley, Horner and Holingsworth (1978). The items were tested previously by Tatt (2013) and Zhao (2015) with reliability value at 0.77 and 0.81 respectively. The questionnaire consists of 6 items. Respondents were required to provide responses for these 6 questions measurement using a 7-point Likert scale from 1- indicating strongly disagree to 7 - indicating strongly agree. The details items and its operational definition are showed in Table

3.4.

Table 3.4 Operational Definition and Items Compensation and Benefit

Variable	Operational Definition	Item
Compensation and Benefit	The monetary reward include current salary, allowance and benefit. Reward system and bonus system reflect on employee' s psychology mind-set as a result of performing their duties	1.My salary earned is employee competitive 2. My allowances earned is employee competitive 3. My benefits given employee competitive 4. The company has a fair reward system 5. I am satisfied with my current salary 6. I am satisfied with the current bonus system

Source:Mobley et al (1978)

3.4.3 Supervisory Communication

Supervisory communication is defined as the superior-subordinate relationships interaction either verbal or non-verbal that helps employees to perform their task in organization (Mohamad,2008). Supervisory communication are measured using eight (8) items. The items developed by Miles et al (1996) and Mohamad (2008) adapted and tested the items with reliability value 0.74, Tan (2014) and Hong (2016) tested the items with reliability value 0.76 and 0.82 respectively. Respondents are required to provide responses for these 8 questions measurement using a 7-point Likert scale from 1-strongly disagree to 7-strongly agree. The details items and its operational

definition are showed in Table 3.5.

Table 3.5: Operational Definition and Items Supervisory Communication

Variable	Operational Definition	Items
Supervisory Communication	The superior-subordinate relationships interaction either verbal or non-verbal that helps employees to perform their task in organization.	<ol style="list-style-type: none"> 1. I think my superior asks me about my interests outside of work 2. I question my superior's instructions when I do not understand them 3. I tell my superior when I think things being done are wrong 4. I question my superior's instructions when I think he/she is wrong 5. My superior will let me know why work assignments change 6. I do not think my superior keeps me informed about roles and policies (R)

Source: Miles et al. (1996) (R) is reverse questions

3.4.4 Work Stress

Alley (2014) defines work stress as the individual's general, unconscious, and regular mobilization of his or her functions and resources when individuals face stress. Work stress was measured using eight (8) items. The items were developed by Shi (2015) with reliability value 0.75. The scholars who used the items are Lobburi (2012) and Zhong (2014) with reliability of 0.74 and 0.78 respectively. Respondents were required to provide responses for these 8 questions measurement using a 7-point Likert scale from 1-strongly disagree to 7-strongly agree. The details items and its

operational definition are showed in Table 3.6.

Table 3.6 Operational Definition and Items Work Stress

Variable	Operational Definition	Items
Work Stress	The individual's general, unconscious, and regular mobilization of his or her functions and resources when individuals face stress.	<ol style="list-style-type: none">1. I think there is a regular working time in the company (R)2. I am always very busy3. I think the work schedule often changes4. I always feel a lot of work but less staff5. I often feel that the workload is too big for a certain period time6. I often work overtime7. I need to take on too many roles and responsibilities8. I can easily complete the goals given by the organization (R)

Source: Shi (2015) (R) is reverse questions

3.5 Translation

The questionnaires are translated from English Language to Mandarin and proof read by Mr WANG FEI, PHD student at English Language Center, UUM. It was then back translated to English to make sure the items are correct. Refer appendix 1B for the questionnaire in mandarin.

3.6 Pilot Test

Pilot test was describe as a preliminary study conducted in a small scale before the appropriate samples used for the actual test. Pilot test is defined as survey for a small scale research by collecting data from small group of respondents in order to measure the reliability of instruments and determine full scale of research (Zikmund et al., 2013).

The reliability of questionnaire items is measured by using Cronbach Coefficient Alpha (α) which commonly used by many researchers. In order to produce quality studies, the data accuracy should be obtained with the higher reliability degree of the instrument. Therefore, Cronbach alpha is used as a tool to examine the measurements internal consistency. The normal reliability ranges for Cronbach alpha are between 0 and 1. The instrument with coefficients (α) closer to 1 are considered to have better reliability. The value range 0.8 are considered to have good reliability and reliability are considered poor when the coefficients (α) less than 0.7. Thus, the questionnaire items identified reliable if the Cronbach coefficients (α) more than 0.6.

The questionnaire items identified unreliability if the coefficients (α) less than 0.6 (Sekaran & Bougie, 2010). Before data being processed, data is cleared from any errors and negative items that have been recoded (recode 1 = 7, 2 = 6, 3 = 5, 4 = 4, 5 = 3, 2=6, 7=1). In this study, the certain items in employee turnover intention has been negatively formed such as “ *I plan to stay in this company to develop my career for a*

long time”, “For me, this company is the best of all possible organizations to work for” and “ My investment in my job is too great for me to think of quitting”. While perceived work stress has been negatively formed such as “I think there is a regular working time in the company” and “I can easily complete the goals given by the organization”.The supervisory communication has been negatively formed such as “I do not think my superior keeps me informed about roles and policies”.

Then pilot study was conducted on 30 respondents in Dennis department store in He Nan province, China. The 30 respondents were from different department and they use online questionnaire to answer the questions. The respondents for the pilot test were excluded in actual data collection as to avoid data discrepancies. The consistency of Cronbach alpha for each variable was measured and showed in Table 3.7.

Table 3.7: Reliability test for Pilot Test

Variables	Cronbach Alpha	No of Item
Employee Turnover Intention	0.838	6
Work Stress	0.836	8
Compensation and Benefit	0.930	6
Supervisory Communication	0.717	8

The results of coefficients (α) range from 0.717 to 0.93. Cronbach alpha for employee turnover intention showed result of 0.838, perceived work stress being 0.836, compensation and benefit is 0.93 and supervisory communication is 0.717. Each variables items are valid because the Cronbach alpha is greater than 0.6. So, the data

in this study can be classified as reliable and acceptable for this research.

3.6 Data Collection Procedure

Data collection is a method of finding information from primary or secondary sources (Sekaran and Bougie, 2011). Primary data was obtained through administered structured questionnaire in the online questionnaire form. 350 questionnaires were distributed to employees in different departments. Since the questionnaire is an online questionnaire, the questionnaire we sent through we chat. In order to speed up the data collection process, respondents have one week to complete the questionnaire. The pilot test questionnaire are distributed between September 22, 2018 until September 30, the actual questionnaire are distributed between October 5, 2018 until October 12, 2018.

This research shall follow the data collection procedure as stated below to ensure the research will carry up in a systematic and complete method:

Firstly, to seek assistance from the human resource manager on the background of the company. The second step is to seek assistance from the human resource manager on the employee list of different department, then extract the respondents from the list of employees in each department. Then, employees are divided in different departments and different We Chat groups and the questionnaire were sent to each We Chat groups and the dateline for them to reply the responses are set. After that assistance from the

human resource manager were requested to collect the questionnaire. Then, the data were collected using the SPSS system and the later imported into SPSS to analyse. The last step is to make discuss the result and make recommendation.

3.7 Technique of Data Analysis

All the data collected from the survey are entered and coded using Statistical Package for Social Science (SPSS Version 25.0). The survey results were analyzed, generated and summarized into statistical analysis which consists of descriptive, correlation and regression analysis.

The results of the data survey will key into the data management system (Statistical Package for Social Science - SPSS) for analysis and testing hypotheses. The purpose of this analysis is to use descriptive, correlation and regression analysis to determine the causal relationship between the independent and dependent variables. A correlation study was used as the measurement method whereby the employee actions and feedback were examined as degrees of relationship with turnover intention in organization. Correlation analysis is a statistical analysis method that studies the relationships between two or more variables with equal status (Yao, 2015). Sekaran and Bougie (2010) defined correlation study as the relationship between independent variables (compensation and benefits,work stress,supervision) and the dependent variables (employee turnover intention). Due to the large mobility of department stores and development of technology, it is more convenient to use the online

questionnaire.

3.7.1 Reliability Analysis

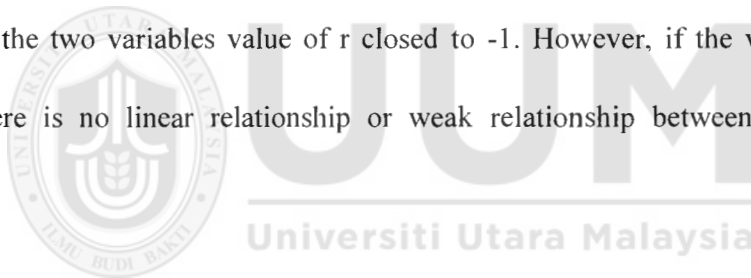
It is a measurement technique used in research, the reliability results obtained by collecting the questionnaire data to ensure the research results are true and effective. Moreover, there are several techniques used to conduct reliability analysis as a measurement tool such as Cronbach alpha. For this study, the reliability of Cronbach Alpha has been selected because it is one of the commonly used reliability coefficients. The closer the value of Cronbach alpha to 1.00 indicate that the higher the reliability of the research instruments (Randy,2013).

3.7.2 Descriptive Analysis

Descriptive analysis involves the process of transforming data of general characteristics. Zikmund et. al., (2013) described the descriptive analysis on measures of mean, medians and standard deviation. In this study, descriptive analysis were used to describe and summarize the respondent demographic of gender, age, race, marital status, education level, years of service, income and job category. The analysis was generated from the collected data.

3.7.3 Pearson correlation analysis

Correlation analysis is used to measure the strength and significance relationship between variables (Sekaran and Bougie, 2011). In the correlation analysis, pearson correlation coefficient (r) is used to show the linear relationship between independent variables (perceived organization support, employee engagement, supervisory communication) with dependent variable, employee turnover intention. The values of this correlation range from -1 to +1. It describes there is a positive linear relationship if the two variables value of r closed to +1 and negative linear relationship if the two variables value of r closed to -1. However, if the value of r close to 0 there is no linear relationship or weak relationship between the two variables.



3.7.4 Multiple regression analysis

Regression analysis is used to identify the relationship between dependent variable and independent variables. In this study, regression tests are used to determine the relationship between compensation and benefit, supervisory communication, work stress and employee turnover intention. Multiple Regression Analysis is being used in this study to identify which independent variables have more significant effects on employee turnover intention.

3.8 Conclusions

This chapter focused on research methodology used for data collection, data analyzation and interpretation. Questionnaires was used to get the feedback from the respondents. Stratified Random Sampling was used as sampling technique. The data analysis used were descriptive, correlation and regression analysis. The next chapter, contains findings of data collection and also analysis.



CHAPTER 4

FINDINGS

4.1 Introduction

This chapter discussed the findings received from research conducted through distribution of questionnaires. The obtained data are analyzed using various statistical analysis. A frequency analysis was used to analyze the respondents' demographic details related to gender, age, marital status, highest education achievement, years of service in current organization, monthly salary and the number of companies that have worked. Subsequently, correlation analysis was used to determine the relationship between the variables; perceived work stress, compensation and benefit and supervisory communication with employee turnover intention. Lastly, the regression analysis was utilized to examine the significance relationship of the variables.

4.2 Response rate

The total targeted population of the research is 677 employees of Yong Hui Department Store. From 350 questionnaires as the sample, only 268 questionnaires were returned and give a response rate of 76%. The summary of the data collection is indicated in table 4.1.

Table 4.1 Summary of the Data Collection

Population	Sample	Submitted Questionnaires	Response	Response Percentage
677	350	350	268	76%

4.3 Profile of Respondents

Table 4.2 summarized the profile data for 268 respondents from the total 350 questionnaires distribution to the employees in Yong Hui Department store. The data comprise gender, age, marital status, highest education achievement, years of service in current organization, monthly salary and the number of companies that have worked. The collected data showed that majority of the respondents were female with 146 respondents (54.48%) and male respondents were 122 (45.52%).

From the findings, indicated the most of respondents' age were at 25-45 years which comprised of 252 respondents (94.04%), followed by age below 25 years for 11 respondents (4.1%), the lowest by age above 45 years only for 5 respondents (1.87%).

For marital status , 154 (57.47%) respondents were married, 101 (37.69%) respondents single and only 13 (4.85%) respondents were divorce.

In terms of highest education achievement, the highest number of respondents were Degree with 111 respondents (41.12%) and the lowest number of respondents were

master with 13 respondents (1.12%).

The findings also showed that majority respondents' years of service in the current organization, there are 208 (77.6%) respondents work in this company less than 2 years and only 8 (3.4%) respondents work in this company for 5 to 7 years.

Besides, the result indicated that the highest respondents were those who received monthly salary within range of RMB2000-RMB4000 for 102 respondents (38.06%), the lowest respondents who received salary less RMB2000 for 3 respondents (1.12%).

Meanwhile, 205 respondents (76.49%) indicated this is not their first job and 63 respondents (23.51%) choose this is their first job. Among 205 respondents who choose this is not their first job, 65 respondents (31.17%) have worked in 3 companies, 62 respondents (30.24%) have worked in 4 companies, 56 respondents (27.32%) have worked in 2 companies, 22 respondents (11.27%) have worked more than 4 companies.

Table 4.2 Demographic Profile of Respondents

		Frequency (N=268)	Percentage(%)
Gender	Male	122	45.52
	Female	146	54.48
Age	Below 25 years	11	4.1
	25-30 years	66	24.63
	31-35 years	69	25.75
	36-40 years	63	23.51
	41-45 years	54	20.15
	Above 45 years	5	1.87
Marital Status	Single	101	37.69
	Married	154	57.47
	Divorced	13	4.85
Highest Education Achievement	High School	50	18.86
	Diploma	94	35.08
	Degree	111	41.12
	Master	13	1.12
Service in current organization	Below 2 years	208	77.6
	2-4 years	51	19
	5-7 years	8	3.4
Monthly Salary	Below RMB 2000	3	1.12
	RMB 2000- RMB 4000	102	38.06
	RMB 4000- RMB 6000	69	25.75
	RMB 6000- RMB 8000	53	19.78
	RMB 8000- RMB 10000	31	11.57
	Above RMB 10000	10	3.73
Is this your first job?	Yes	63	23.51
	No	205	76.49
Company served before joining current company	2	56	27.32
	3	65	31.17
	4	62	30.24
	Above 4	22	11.27

4.4 Reliability Test

The reliability test is a measure to indicate the extent to which the result collected from the respondents and the information generated are true and not bias. The nearest value to Cronbach Alpha is 1 and the closer the result is to 1, the higher the reliability. Table 4.3 display reliability test results for independent and dependent variables of the data.

Table 4.3 Summary of Cronbach Alpha value and the items deleted from the questionnaires

Variables	Cronbach Alpha	No of Items
Employee Turnover Intention	0.901	6
Work Stress	0.925	8
Compensation and Benefit	0.890	6
Supervisory Communication	0.924	8

The Cronbach alpha reliability test was used to observe each variables measurement in the questionnaire. The alpha coefficient of employee turnover intention is 0.901, work stress is 0.925, compensation and benefit is 0.89 and supervisory communication is 0.924. According to Sekaran and Bougie (2010), there is internal consistency reliability if the result passed the minimum acceptable level of 0.7. Hence, the above cronbach's alpha showed values of more than 0.7, which means consistencies and appropriateness of the measurement in this research is achieved.

4.5 Descriptive Statistic

Descriptive statistics are used to describe the basic collection of the data in this study.

This data collection are measured and summarized into mean and standard deviation.

In this study, 7-point Likert scale was used to measure the variables which are from 1

- strongly disagree to 7 – strongly agree.

Based on Table 4.4, results of descriptive statistics indicated that all factors have similar mean and median as each factor showed significant level of $p < 0.05$. From this result, the highest mean was employee turnover intention at 5.18 while the lowest mean is compensation and benefit at 2.73.

Table 4.4 Descriptive Statistic, Mean, Median and Standard Deviation Test for Research Variable

Variables	N	Mean	Median	Standard Deviation
Turnover Intention	268	5.18	5.50	1.082
Work Stress	268	4.60	5.0	1.092
Compensation and Benefit	268	2.73	2.17	1.336
Supervisory Communication	268	2.79	2.38	1.306

The conducted descriptive analysis also shown the respondents levels of employee turnover intention, work stress, compensation and benefit and supervisory communication. From Table 4.4, Employee turnover intention showed that the mean value of 5.18 and median value of 5.50. This reported that the average level of employee turnover intention response is higher among employees in Yong Hui Department Store. The turnover intention indicated a standard deviation of 1.082.

Similarly, work stress showed that mean value of 4.60 and a median value of 5.0. This reported that the average work stress response level is also high among employees in the Yong Hui Department Store. The work stress indicated a standard deviation of 1.092.

On the other hand, the average rate of compensation and benefit response level is slightly low among employees in the Yong Hui Department Store with a mean value of 2.73 and a median value of 2.17. The compensation and benefit indicated a standard deviation of 1.336.

Similarly, supervisory communication showed that mean 2.79 and a median value of 2.38. This reported that the average supervisory communication response level is also low among employees in Yong Hui Department Store. The supervisory communication indicated a standard deviation of 1.306.

4.6 Statistical Test

All the data collected from the survey are entered and coded using Statistical Package for Social Science (SPSS Version 25.0). Statistical test is used to examine the relationship between the variables in the study. Correlation and regression tests are used to determine the relationship between employee turnover intention and work stress, compensation and benefit and supervisory communication.

4.6.1 Pearson Correlation Analysis

Pearson Correlation Analysis is used to measure the strength and significance relationship between variables (Sekaran & Bougie, 2011). Table 4.5 displayed the results of Pearson correlation analysis for the variables.

Table 4.5 Pearson correlation analysis of the variables

Variables	Employee Turnover Intention	Work Stress	Compensation and Benefit	Supervisory Communication
Turnover Intention	1			
Work Stress	.866**	1		
Compensation and Benefit	-.825**	-.901**	1	
Supervisory Communication	-.822**	-.877**	.839**	1

** $p \leq 0.01$

Based on Table 4.5, the result of the correlation analysis shows that $r=.866^{**}$, indicating that work stress has a positively significant relationship with employee turnover intention. The second highest linear relationship was found between compensation and benefit and employee turnover, ($r = -.825^{**}$). That means there is a negatively significant relationship between compensation and benefit and employee turnover intention. Similarly, there is a negatively significant relationship between supervisory communication and employee turnover intention ($r=-.822^{**}$). The dependent and independent correlations have showed a strong relationship between employee turnover intention and compensation and benefit, employee turnover intention and work stress, employee turnover intention and supervisory. The effectiveness of compensation and benefits systems, as well as work stress and supervisory communication will affect the employee turnover level in the Yong Hui Department Store.

4.6.2 Multiple Regression

Regression tests is used to examine the relationship between the dependent variable (employee turnover intention) and independent variables (work stress, compensation and benefit and supervisory communication).

Multiple regression analysis is used to examine the multiple independent variables on a dependent variable that investigated concurrently (Zikmund et.al, 2013).

Table 4.6: Multiple Regression for research variables

Model Coefficients	Unstandardized		Standardized Coefficients		
	B	SE	Beta	t	Sig.
Constant	3.825	.537		7.128	.000
Work Stress	.497	.078	.501	6.362	.000
Compensation and Benefit	-.144	.056	-.178	-2.565	.011
Supervisory Communication	-.193	.052	-.233	-3.698	.000
R=0.879 ^a R ² = 0.773 Adjusted R ² = 0.770 F = 298.865					

Multiple regression analysis was used to test whether independent variables influence on the dependent variables.

Referred to Table 4.6, the multiple regression showed that the R square was 0.773.

This implies that the 3 independent variables explained about 77.3% of the dependent variables of employee turnover. The biggest beta coefficient was .501, which was the work stress. This implies that there is a strongest relation between independent variable of work stress and dependent variable of employee turnover.

Moreover, the results also indicated that work stress has the positive significant influence on employee turnover intention with standardized beta value of 0.501, followed by the supervisory communication with a standardized beta value of -0.233, which shows a negative significant influence on employee turnover intention. Lastly, compensation and benefit show a beta value of -0.178, indicating that compensation

and benefit have negative significant influence on employee turnover intention. The table 4.7 shows that the summary of findings.

Table 4.7 Summary of Analyses Results

No	Hypothesis	Result
H1	There is a significant relationship between work stress and employee turnover intention.	Accept
H2	There is a significant relationship between compensation and benefit with employee turnover intention.	Accept
H3	There is a significant relationship between supervisory communication and employee turnover intention.	Accept

4.7 Conclusion



In this chapter, it showed the results from frequency, descriptive statistics, normality test, reliability, correlation, and regression analysis that have been used in conducting the analysis. Based on findings in this chapter, the correlation analysis results showed compensation and benefit and supervisory communication have negative significant relationship with employee turnover intention while there is positive relationship between work stress and employee turnover intention. The results for regression analysis indicated that work stress has the most significant influence on employee turnover intention and followed by work stress, compensation and benefit and supervisory communication. Hence, the next chapter will discuss the findings, conclusions and recommendation.

CHAPTER 5

DISCUSSIONS, RECOMMENDATIONS, IMPLICATION AND CONCLUSIONS

5.1 Introduction

This chapter consists of three major topics namely discussions, recommendations for future research and overall conclusions. The discussion will elaborate on the objectives of the study as mentioned in chapter one. The recommendation explains the practical implication of the study including the ideas and suggestions for future research. Lastly, this study will end with an overall conclusion.

5.2 Recap of the study

Due to the increasing number of department stores in China, the competition between the industries is getting bigger and the high turnover rate of employees is also the main problem faced by the department store industry. This study examines factors that influence the turnover intention of Yong Hui Department Store employees, whereby mainly study the relationship between work stress, compensation and benefits, supervisory communication and turnover intention. In this study, 350 employees from the middle manager and lower manager were selected for the survey and the respondent rate is 76% with usable questionnaire of 268. The data collected from the survey are entered and coded using Statistical Package for Social Science

(SPSS Version 25.0). The result indicated there is a significant relationship between work stress, compensation and benefit, supervisory communication and employee turnover intention.

5.3 Discussions

This section discuss the relationship between work stress, compensation and benefit, supervisory communication with employee turnover intention.

5.3.1 Relationship between work stress and employees' turnover intention

The Pearson Correlation Analysis (refer to Table 4.5.) found that work stress has significant and positive relationship with employee turnover intention, while multiple regression analysis result (refer to Table 4.6) showed significant influence between work stress and employee turnover intention.

In Yong Hui Department Store, employee feel stress because of several reasons. Firstly, employees feel that their abilities and jobs do not match. This is because the employee are required to do multitasking and impractical task requested by management. For example, a staff from the sales department also needs to do financial statements and other tasks. Since the ability of employees are limited, but they need to have sales skills and financial knowledge, thus this makes the employees feel stressful. Therefore, many of the jobs and ability that do not match with the

management expectation will generate work stress.

Secondly, most employees need to work overtime and there is limited free time. This makes difficult for them to balance their work and life. Hence, this indirectly could creates more work stress on employees. Apart from that, the department store are not close during holidays, because there are more customers during those time and this could increase the stores' sales and profit. Therefore most employee need to work during weekend and they do not have time for their families.

Thirdly, the employee feel that Yong Hui Department Store continuously have work goals that are difficult to employees to accomplish. Most employees feel when they cannot accomplish the goal, they are stressful, especially for employee from the sales department. Therefore, if employees cannot withstand excessive pressure, it would cause them to have turnover intention. There are many factors that could cause employees to exert stress. If employees have more tasks, work harder, have more roles, they will be busy. In the short run, employees can overcome these pressures but in the long-term, the heavy work tasks can have negative impact on their mood or attitude. These pressures can reduce the enthusiasm of employees and at the same time make employees depressed, feel unhappy with work and the organization. Hence, excessive work stress could directly lead to employee turnover intentions.

The finding of this study is consistent with studies by the following scholars.

Excessive work stress would not only cause huge losses to the company, but could

negatively affect the psychology and behavior of employees. This could lead to emotions of employees will being low, they would feel anxious, their work enthusiasm would reduced, work efficiency would decline and ultimately would absent and have a turnover intention (Shi, 2014). Panigyrakis (2014) found that the greater the work stress of the employees, the higher the turnover intention. In addition, Noor (2014) found a positive relationship between work-life conflict, stress, and turnover intentions.

This study found that work stress would cause employee turnover intention. Therefore, if Yong Hui Department Store want to reduce employee turnover intention, they need to reduce the work stress on their employees.

5.3.2 Relationship between compensation and benefit with employees' turnover intention

The correlation result indicated that compensation and benefit have significant and negative relationship with employee turnover intention. The regression result also showed the compensation and benefit influenced employees' turnover intention.

In Yong Hui Department Store, there are several reasons why employees are dissatisfied with the compensation and benefit system. Firstly, employees are not satisfied with their monthly income, even though their income is higher than the

China minimum wage of 1200 RMB. However, the monthly income of Yong Hui Department Store employees are lower than other department store employees in the He Nan Province.

Secondly, the salary increment and promotion criteria in the Yong Hui Department store is not clear. This reason why employees do not understand the promotion criteria and they feel that they often treated unfairly. For example, when top management recruit their family members to work in the store and provide special treatment to them, it would create dissatisfaction among other employees. There are incidents where employees who do not perform well are promoted and get pay raised compared to those who have better performance. When employees are unclear about the salary increment policy, it will affect their work enthusiasm and creates lots of dissatisfaction among them. This would lead them to have turnover intention.

Thirdly, employees felt that they get less fringe benefits compared to employees in other department stores. For example, they are provided with only one uniform to wear everyday. They need replacement of the uniform when they need to wash or change as one uniform is not enough to be worn daily and would cause hygiene problem. Apart from being dissatisfied with the uniform, employees are also not satisfied with medical insurance and transport allowance they received. This is because Yong Hui Department Store only reimburses 20% of the medical expenses they paid and the monthly transportation subsidy is only 30 RMB for each employees. Hence, employee are dissatisfied with most of their compensation and benefit they

received. This would influence their job satisfaction as when employee are not satisfied, their turnover intention would increase. This is especially for employees who are working in the He Nan province, because the He Nan province have the highest population in China. Therefore, when employee are not satisfied ,unhappy and the competition is great, they would compare with other department stores in He Nan province. This is because they need higher salary and benefit to support their live especially when the cost of living are higher in the He Nan province.

It could be indicated that employee are dissatisfied with their monthly income, salary increment and promotion criteria and the fringe benefits provided in the Yong Hui Department store. This would influence on employee job satisfaction as when employee are not satisfied, the turnover tendency would be generated.

The finding of this study is consistence with studies by Colvin and Keefe (2012) who indicated that effective wages offered by the organization would have significant and negative effect on the employee turnover rate. Their studies found that the telecommunication industry provide few welfare benefits, especially for the customer service staff, although most employees often work 24 hours but they have less time to have a rest. This creates dissatisfaction among the employees. In addition, Ovadjie (2013) found strong negative relationship between pay and turnover decision. When employees are satisfied with their wages, their turnover intention would decrease. On the contrary, employees would have tendency to leave the organization.

In total, the Yong Hui Department Store's compensation and benefit would cause employee to leave the organization. If the Yong Hui Department Store want to reduce employee turnover intention, they need to provide good compensation and benefit to their employees.

5.3.3 Relationship between supervisory communication and employee turnover intention

The correlation result showed that supervisory communication has significant but negative relationship with employee turnover intention. The regression result showed supervisory communication impact the employee turnover intention.

In Yong Hui Department Store, there are several reasons why employees are dissatisfied with the supervisory communication. Firstly, employee have limited communicate with their supervisor. That means no initiative actions carried out by the supervisors to improve their relationship with the employees. Therefore, failure to provide immediate advice and coaching when employees encountered problems at work, lack of recognition from supervisor to employees who have outstanding performance, less discussion session being carried out with employee on matters arose from work and seek engagement from them on problems solving, would lead them to have turnover intention.

Secondly, lack of encouragement. The Yong Hui Department store did not seriously enhance the significance of supervisory role to support the employees. There is less activity being carried out to promote relationship between supervisor communication and employees such as team building programs, sport and recreation activities and projects on quality control circle. The supervisor did not play the role to enhance employee commitment at work and help employee to clarify their problems. Therefore, when employee are not happy, they would have intention to leave the organization.

Thus means that employee in Yong Hui Department store want employer to communicate with them and have more discussions. Hopefully, this would increase trust and understanding between them at work. Normally, poor supervisor listening skills are negatively related to employee motivation and job performance and the employee also need encouragement. Hence, supervisors needs to increase their interaction and pay more attention to employees need. Thus, employees are satisfied and it would reduce employee turnover intention.

The findings is similar to Jia (2015) who found that organization politics, feedback system, autonomy, clear goal and good relationship with supervisor are significant factors to reduce turnover intention and increased employee retention. This exhibited that employees in Yong Hui Department Store perceived supervisory communication as an important factor which influence the decision to leave the organization. Previous research by Mustaffa and Mohamad (2009) also found that employee and supervisor

who have low quality working relationships may result to employee turnover intention. The finding of this study is also consistence with studies by Lloyd, et. al, (2015) where employees would be frustrated when they are not being listened and this creates emotional exhaustion because they are not been involved in decision making, their ideas are not heard and this would make them disengaged.

Therefore, Yong Hui Department Store supervisory communication would cause employee turnover intention. If the Yong Hui Department Store want to reduce employee turnover intention, they need to have good communication between supervisors and employees.

5.3 Implication of the study



The finding of this research has contributed new information and knowledge regarding human resource management practices and turnover literature. The work stress, compensation and benefit, supervisory communication are important factors to retains employees in the Yong Hui Department Store. Reduce work stress, improve the compensation and benefit system, and good supervisory communication would reduce turnover intention among the employees. Among them, the largest of contribute of employee turnover intention are work stress factors compared to other variables. Therefore, in order to reduce tendency of employees to leave, it is necessary to reduce work stress on employees so that they could have reasonable work task and enjoyable working hours.

Hopefully this research could assist employer, management and Human Resource practitioner to understand factors that influence employee turnover intention among employee in Yong Hui Department Store. The results revealed that work stress has positive significant relationship with employee turnover intention. However, compensation and benefit and supervisory communication have negative significant relationship towards employee turnover intention among Yong Hui Department store employee.

As employer, by understanding factors that influence employee turnover intention, it could help them to invest on employee retention program (such as training and development, career development) to retain high performance among employee in Yong Hui Department Store. This is because they are the human capital in organization that help run the organization towards achieving the objectives and generate more profit for the organization.

For management, by understanding factors which effect employee turnover intention would assist the management and human resource department to revisit the current practices and policy that can help improve the compensation and benefit and also supervisory communication in organization. If they fail to retain the high performance employee in organization, the organization need to incur more cost and have difficulties to achieve the organization goals. Organization may loose many talented employees to their competitor companies.

The limitations of the study include the following:

Firstly, this study was conducted only in one organization and does not covered other department stores in China. Therefore, the result may not reflect employee turnover issue in other department stores and in other industries. Such as the hotel industries and real estate industry.

Secondly, there were only three independent factors chosen for this study, namely work stress, compensation and benefit and supervisory communication that influence employee turnover intention. Thus, there are other factors that could influence employee turnover intention concerns. Such as career development, employee engagement and organizational commitment.

The third, limitation is related to data collection method. Data collection is done through the online survey. The respondents may have limited time to read the response to the questions because most of them are busy working. Future studies should do hard copy questionnaire and give the questionnaire to respondents face to face, this would improve the accuracy.

5.5 Recommendations

Based on the results, there are suggestions to manage employee turnover. According to the results, factors related to work stress, compensation and benefits, and

supervisory communication have an important influence on the turnover intention among Yong Hui department store employees.

For Yong Hui Department store, the management should arrange appropriate jobs and workloads based on employees' abilities or skills, because currently the job and their skills do not match. This is because if an employee's ability is limited, scheduling too many tasks to them can cause stress. Work stress can also arise if the employee's skills does not meet the job requirements. Therefore, employees who have skills and given training need to be assigned a particular task or position that suitable to them.

In addition to that, management should reduce the overtime of employees. Hence, if the organization need do overtime, managers can arrange different people to work overtime, it means one employee does not need to work overtime every day. In this way, employees have more time to balance their work and life which could reduce their work stress.

Another suggestion is to clearly define long term and short term goals. This is because creating short-term goals for employee can minimize deferment in achieving long term goals. Employer should set a clear and defined path to success that allow employees to focus on a specific task. This focus would not only help employee to stay motivated but it will also help to improve their productivity and assist employees to achieve long-term goal faster. Usually, manager would share organization goals and department goals with employees at the beginning of the year in order for

employees to be aware of the organization direction. Therefore, it is important for managers to sit down and customize the goals for different employees with different roles by identifying the short term goals first before planning the long term goals for employees. As a result, it could help employees to have better understanding and direction that they should focus in order to achieve the organization objectives.

Apart from that, manager of Yong Hui Department store should pay attention to employee's monthly salary. This could be done by having surveys to investigate employee satisfaction with salary. If the survey results show that most employees are not satisfied with the monthly salary, then managers need to increase the minimum salary according to different job functions or add additional benefits, such as holidays. This study finding that many employees are not satisfied with their monthly salary and management should find suitable solutions to solve the problems.

Apart from that, management of Yong Hui Department should have a clear salary increment policy and promotion criteria. The company needs a clear minimum salary and a clear criteria of promotion. For example, the criteria should include work experience, performance achievement and behaviour. The promotion should be based on the K.P.I. not cronyism. The introduction of an effective salary increment and promotion criteria would be able to motivate the employees by ensuring them that their earning one competitive in the market and at the same time would reduce employees' intention to leave.

Another suggestion is to increase the fringe benefits. The company should cover many aspects of fringe benefits such as insurance protection to employee and family members, introduction of new allowances, uniform, medicals treatment, employee leave entitlement, flexible working hours. In Yong Hui Department store, they should provide more uniforms to each employees that they can wash and change, improve the transport allowance and medical insurance that improve employees' satisfaction. These benefits should be revised according to the needs of employees so that they would stay with the company.

For suggestion related to communication, the supervisor and employees in Yong Hui Department store need to communicate regularly. Employees are encouraged to treat with when of they feel the need to meet and ask questions, give their opinions and highlight problems or concerns with management. Good communication could foster collaborative, high performance, and mutual respect between upper management and employees. They should encourage open communication, feedback, and discussion about matters that is importance to the employees. For instance, employee can schedule one to one session with managers by sending messages or emails to the corporate level if he or she wants to know more about organization.

Apart from that, the Yong Hui Department store need reinforce of encouragement done from organization regarding supervisory support. The Yong Hui Department Store manager should enhance their supervisory role to support the non-executive employees. They should organize more team activities and entertainment activities so

that the manager and employees could communicate and learn from each other. This is good for them to work together because they would be able to know and understand each other's expectation and ideas. Thus, if they have different opinions, it can be communicated through meeting or activities. So strengthening team building activities would help them get the job done better.

5.6 Suggestions for Future Research

This study only covers three factors that influence employee turnover intention, which are work stress, compensation and benefit, supervisory communication. Future studies should explore other factors that possibly impact on employee turnover intention such as career development, employee engagement and organization commitment.

The data collection method should be executed longitudinally as this study was carried out at one time frame. The intention to quit could be measured at certain intervals. In addition, other demographic and industry aspects could be carried out to determine if those factors influence employee turnover intention. It would be good for other industries such as service and telecommunication industries as they also have problems related to employee turnover intention.

5.7 Conclusion

As stated in the chapter, three research objectives have been answered. This study found that work stress, compensation and benefit and also supervisory communication have significant influence on employee turnover intention. The findings showed that the most significant variable that affect employee turnover intention at Yong Hui department store in He Nan province is work stress. Other than that, this reveal that employee continuously feeling stressful while working. The second important variable is their dissatisfaction with compensation and benefits. This means that compensation and benefit also have an impact on employee turnover intention. The next reason is dissatisfaction with supervisory communication, which reveal that the communication between managers and employees are less.

Hopefully, the finding would be able to assist Yong Hui Department store to better understand the root cause of employee turnover so that they could develop better solution to overcome turnover issues and the arising problems among their employee.

REFERENCES

- Abu Bakar, H., Mustaffa, C. S, Mohamad, B., (2009), LMX quality, supervisory communication and team-oriented commitment. *Corporate Communications: An International Journal*, 14, 11-23.
- Ahmad, A., & Omar, Z. (2010). Perceived family-supportive work culture, affective commitment, and turnover intention of employees. *Journal of American Sciences*, 6, 839-846.
- Aiken, N. (2015). The effects of perceived organizational support, perceived supervisor support and intra organizational network resources on turnover intentions. *Journal of Chinese employees in multinational enterprises*, 41, 22-29.
- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. *The Journal of Management Perspectives*, 24, 48–64.
- Alley, W.E. (2014). Feasibility of estimating personnel turnover from survey Data-A Longitudinal study. *Lackland air force base, texas air force Human Resource Laboratory AFHRL-TR-75-84*.
- Applebaum, J., Fowler, W.Z, Fiedler, Osinubi, & Robson, (2010). The influence of individual, job and organizational characteristics on correctional staff job stress, job satisfaction and organizational commitment. *Journal of American Sciences*, 33, 541–564.
- Aric, H. (2016). Managing Compensation and Rewards, Capella University. *Unpublished Dissertation*, 12(1), 22-24.
- Armeli, Stephen, Fasolo, and Peter (2016). Perceived organizational support and police performance: the moderating influence of social emotional needs. *Journal of applied psychology*, 83 (2), 288.
- Asuman, R. (2015). The impact of human resource management practices on marketing executive turnover of leasing companies in Sri Lanka: the role of shocks in employee turnover. *British Journal of Management*, 15, 335-349.
- Boon, C., & Biron, M. (2013). Performance and turnover intentions: A social exchange perspective. *Journal of Managerial Psychology*. 28, 511-531.
- Boushey, G., & Glynn, D. (2012). You paid for the skills, now keep them: tuition reimbursement and voluntary turnover. *Academy Management Journal*, 47, 315-331.

- Cai, S.P. (2014). Crowd relationship management. *Journal of Management study*, 11, 121-124.
- Chen, J. H. (2010). Stress, burnout and locus of control in German nurses. *International Journal Nurse Study* 37, 95–99.
- Colvin, Z., & Keefe, L. (2012). Organizational determinants of employee turnover for multinational companies in Asia. *RMIT University, Australia, Nottingham Trent University, U.K, Business Media llc*. 2(3), 142-146.
- Creswell, J. W. (2014). Research design: qualitative & quantitative approaches. *Thousand Oaks, Calif. Sage Publications*. 11(2), 23-29.
- Dasgupta, S. A, Suar, D., Singh, S., (2012). Impact of managerial communication styles on employees' attitudes and behaviour. *Journal of Employee Relations*, 25, 173-199.
- Debisi, C. (2015). *Supervisory management: the art of developing and empowering people*, 4th Ed, south-western, Cincinnati. 231-233.
- Debora E. P., Oostrom, J. K., Born, M. Ph., and Molen, H. T. (2016). The Relationships Between Trust in Supervisor, Turnover Intentions, and Voluntary Turnover Employees' Turnover Intention. *Journal Public Management*, 44(4), 496–519.
- Donner, G.J. (2017). Career planning and development for nurses: the time has come. *Journal of International Nurse Review*, 48, 79–85.
- Dormio, E.P. (2014). The Relationships Between Trust in Supervisor, Turnover Intentions, and Voluntary Turnover Employees' Turnover Intention. *Journal of Public Management*, 44(4), 496–519.
- Expectations and Perceptions of Different Generations of Employees. *African Journal of Business Management*, 5(2), 249-255.
- Fitzgerald, R. Quality of work life and performance: an ad hoc investigation of two key elements in the service profit chain model. *Journal of International Individual Management*, 12(11), 422–437.
- Gifford, B.D. (2014). The relationship between hospital unit culture and nurses' quality of work life. *Journal of Health Care Management* 47, 13–26.
- Grace, D. H. (2014). Re-recruiting faculty and staff: the antidote to today's high attribute. *Journal of Independent School Management*, 62(3), 20-27.

- Greenberg, J., & Edwards, M. S. (2009). Voice and Silence in Organizations United States. *Journal of American Science* 23(2), 176-197.
- He, Y.L.(2018). Analysis of the Reasons for the High Turnover Rate of Department Stores in He Nan Province. *Journal of Beijing university of science an technology*, 6, 26-30.
- Hui.F.F., & Liang.L.X(2007). Leadership, organizational stress and emotional exhaustion among hospital nursing staff. *Journal of Advertisement Nurse* 5, 533–542.
- Hwang, I., and Kuo, J. (2014). Effects of job satisfaction and perceived alternative employment opportunities on turnover intention: An examination of public sector organizations. *The Journal of American Academy of Business*, 12, 254–259.
- Irfan. Ayub, (2008). Impact of Organizational Commitment On Turnover Intentions of employees. *Journal of International Business*, 21, 55-64.
- Jeffrey, H. R.(2015). Mediating role of affective commitment in HRM practices and turnover intention relationship: A study in a developing context. *Business and Economics Research Journal*, 2(11), 135-158.
- Jia,Q. (2016). Investigating the Relationship between Quality of Work Life an Organizational Commitment among Employees in Malaysian Firms. *International Journal of Business and Management* 5(13),75–82.
- Jiang, M. (2017). How large department store retailing meets international business challenges. *Journal of economy and science and technology*, 3, 71-74.
- Jill, A. (2013). The relationship between strategic compensation practices and affective organizational commitment. *Interdisciplinary Journal of Research in Business*, 1(2), 44-55.
- Keenan S. (2013). Causes and management of stress at work. *Journal of Occupation Environment Med*, 59(3),67–72.
- Kim,S., Tam, L., Kim, J. N, Rhee. Y, (2017). Determinants of employee turnover intention: Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture and organization-employee relationship quality. *Corporate Communications: An International Journal*, 22 (3), 308-328.
- Lam, L. W., Liu, Y., (2014). The identity-based explanation of affective commitment. *Journal of Managerial Psychology*, 29 (3), 321-340.

- Lam, W. L., Loi, R., Chan, K. W., Liu, Y., (2016). Voice More and Stay Longer: How Ethical Leaders Influence Employee Voice and Exit Intentions. *Journal of Business Ethics Quarterly*, 3, 277-300.
- Li, C.P. (2017). The effect of fairness on job burnout. *Journal of psychology*, 35, 677-684.
- Lin, Y. (2017). An Empirical Study on the Influencing Factors of Job Satisfaction of Private Enterprise Employees. *Journal of Wu Han university of management*, 27(3), 76-80. <https://www.pxc.com>.
- Liu, Y.Z. (2015). Anna, F. (2008). Turnover intention among welfare workers. *Journal of University of Haifa, Israel* 13(3), 15-21.
- Lloyd, J. K., Boer, D., Keller, J. W., Voepel, S., (2015). Is My Boss Really Listening to Me? The Impact of Perceived Supervisor Listening on Emotional Exhaustion, Turnover Intention, and Organizational Citizenship Behavior. *Journal Business Ethics* 12(3), 130-140.
- Lobburi, P. (2012). The Influence of Organizational and Social Support on Turnover Intention in Collectivist Contexts. *Journal of Applied Business Research*, 28(1), 93-104.
- Lucas, E. (2012). The COI path to HR success: Three key steps to award-winning Performance. *Journal of Human Resource Management International Digest*, 13(7), 9-10.
- Mai, K. M., Ellis, A. P., Christian, J. S., Porter, C.O. (2016). Examining the effects of turnover intentions on organizational citizenship behaviors and deviance behaviors: A psychological contract approach. *Journal of Applied Psychology*, 12, 107-121.
- Martocchio, J. J. (2011). Strategic compensation (seventh edition). *United States of America. Prentice Hall/Pearson Education*. 111-118.
- Michie S. (2012). Causes and management of stress at work. *Journal of Occupation Environment Med* ;59(4), 67-72.
- Miles Y.I.. (1996). Examining the effects of turnover intentions on organizational behaviors and deviance behaviors: A psychological contract approach. *Journal of Applied Psychology*, 4, 107-121.
- Ming, A. D. (2014). The turnover intention of information system auditors. *International Journal of Accounting Information Systems*, 10(3), 117-136.

- Miu, L.N. (2017). Analysis of the current innovation trend of international large-scale retail industry. *Journal of Dalian university of technology*, 21(12), 4-11.
- Mobley, W. H., Griffeth, R. W., Hand, H. H., Meglino, B. M. (1978). *Review and conceptual analysis of employee turnover process. Journal of Psychological Bulletin*, 3, 493-522.
- Mohamad, S. F., (2008). Effects of communication on turnover intention: A case of hotel employees in Malaysia. *Graduate Theses and Dissertations*. 71-79.
- Murphy, N. I. (2014) Negating the Relationship between Quality of Work Life and Organizational Commitment among Employees in Malaysian Firms. *International Journal of Business and Management*. 5, 75–82.
- Muschalla, Beate. (2015). The relationship between job anxiety and trait anxiety-A differential diagnostic investigation with the job anxiety scale and the state trait anxiety inventory. *Journal of anxiety disorders*, 24(3), 366-371.
- Nair, M. S., Salleh, R., (2017). Linking Trust and Turnover Intention: A Conceptual Framework. *Journal of Global Business & Management Research*. 9, 281-288.
- Noor, P.S. (2014). Human Resources Management (sixth edition). *South Africa: Oxford University Press, Cape Town*. 11(1), 121-124.
- Ovadge, F. (2013). Exploring turnover among middle managers in a non-western context. *International Journal of Business Research*, 10(2), 64-80.
- Randy, K. C., Vivienne, W. L., Thomas, L. T. (2012). Factors influencing employee turnover intention in bank staff. *Journal of Personnel Management*, 31(4), 44-56.
- Redfern S, (2012). Work satisfaction, stress, quality of care and morale of older people in a nursing home. *Journal of Health Social Care Communication*. 10, 512–517.
- Reduan, C.R. (2012). Japanese-style management abroad: the case of Malaysian subsidiaries. *Kuala Lumpur: Prentice Hall/Pearson Education*.
- Rehman, M. S. (2012). Employee Turnover and Retention Strategies: An Empirical Study of Public Sector Organization of Pakistan. *Global Journal of Management and Business Research*, 1, 83-86.
- Roberto, L., & Arocas, H. (2016), A model of high performance work practises and turnover intentions. *Journal of business management*, 37, 26-46.

- Roya, A., Salmiah, M. A., Ungku, N., Ungku, A., Salbiah, S., & Garmsari, M. (2011). The relationship between strategic compensation practices and affective organizational commitment. *Interdisciplinary Journal of Research in Business*, 1(2), 44-55.
- Sabitha, M. (2015). Kaedah penyelidikan sains social. Petaling Jaya, *Malaysia*. Prentice Hall/Pearson Education.
- Sekaran, U., & Bougie. R. (2013). Research methods for business: A skill building approach (5th ed.). *New York, NY: John Wiley & Sons Ltd.*
- Shahzad K., Bashir S., & Ramay, M. I. (2012). Impact of HR practices on the perceived performance of University teachers in Pakistan. *Journal of International Business Review*, 4(2), 110-123.
- Shi, L. (2016). Research status and analysis of work stress. *Journal of Psychology and science*, 26(3):494-497.
- Soumi, M. O. (2016). Employee retention and turnover: using motivational variables as a panacea. *African Journal of Business Management*, 3(8), 410-415.
- Stordeur, N. (2016). Occupational stress and its consequences in health care professionals: the role of type D personality. *International Journal of Occupational Med Environment Health* 19:113-22.
- Sun, X.H. (2017) Research on the Relationship between Employees' Organizational Support and Job Satisfaction and Turnover Intention. *Journal of Psychological science*. 26, 147-150.
- Tan, A. (2014). The effects of perceived organizational support, perceived supervisor support and inter organizational network resources on turnover intentions. *Journal of business management*. 41, 56-72.
- Tatt Angeline, (2013). Managing Generational Diversity at the Workplace: Expectations and Perceptions of Different Generations of Employees. *African Journal of Business Management*, 5(2), 249-255.
- Van Vuuren, M., de Jong, M.D.T. and Seydel, E.R. (2007). Direct and indirect effects of supervisor communication on organizational commitment. *Corporate Communications: An International Journal*, 12 (2), 116-28.
- Walters, D.K. (2013). Labour legislation for improving quality of work life in Nepal. *International Journal of Law Management* 52:40-53.

- Weiss,D.J. (2016). Manual for the Minnesota satisfaction questionnaire. Minnesota studies in Vocational rehabilitation. Minnesota university of Minnesota .Industrial relations center, work adjustment project. 22-28.
- Weldeyohannes, H. (2016). Managing Compensation and Rewards, Capella University. Unpublished Dissertation.11-18.
- William, R., & Albert, A. (2012). Training Environments, Work Attitudes, and Turnover Intention. *From:http://onlinelibrary.wiley.com (access 19.4.2012).*
- Yan, Y.J. (2017). Research on the relationship between job stress and job satisfaction of bank employees in Xi'an. *Journal of Xi Bei university Science and Technology*. 12, 122-126.
- Yang, Y.X. (2012). The Motivation of Internationalization of Retail Industry: From the Perspective of Capital Transfer of Multinational Retail Industry. *Journal of Shanghai business school science and management*,12(1):1-6.
- Yu, X.L. (2014). Exploring turnover among middle managers in a non-western context. *International Journal of Business Research*, 10(2), 64-80.
- Yue, Y, P. (2016). The Development Strategy Exploration of China's Large-scale Retail Industry and the Thinking of Marketing Innovation. *Journal of People's university of China press*, 7, 135-139.
- Zhang, J.F. (2012). China urgently needs to accelerate the cultivation of intellectual property services. *Journal of Chinese inventions and patents*. 6,11-17.
- Zhou, J.Y. (2015). Thoughts on Brand Concept Development and Management Scientists. *Journal of Management review of Nan Kai university*.12, 11-15.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). Business research methods. *OHIO, USA: Cengage Learning*.

APPENDIX 1A – QUESTIONNAIRE



COLLEGE OF BUSINESS UNIVERSITY UTARA MALAYSIA SURVEY

Dear respected respondent,

I am a postgraduate student at University Utara Malaysia seeking your assistance in this survey entitle “ The factors influencing employee turnover intention”.

The confidentiality of information given will be kept preserved and to be used only for academic purposes in order to fulfill the Master studies requirement of the university.

I have designed the survey that it should **not take you longer than fifteen minutes** to answer. Please do answer all the items in the questionnaire.

Thanking you in advance for sparing your time and support rendered in accomplishing this project.

Yours sincerely,

Tian Meng Lu,

Master of Human Resource Management (MHRM) Candidate,

School of Business Management,

University Utara Malaysia.

Email:449331780@qq.com

PART A Respondent Background

Instruction: Please tick (✓) at the relevant box next to question in which the answers that are more applicable for you. *CHOOSE ONLY ONE OPTION.*

1. Gender

☐

Male

☐

Female

2.Age

☐

< 25 years old

☐

36-40 years old

☐

25-30 years old

☐

41-45 years old

☐

31-35 years old

☐

> 45 years old

3. Marital Status

☐

Single

☐

Divorce

☐

Married

☐

Others, please indicate _____

4.Highest Education achievement

☐

High School

☐

Degree

☐

Others, specify: _____

☐

Diploma

☐

Master

5. Years of Service in this Organization

☐

< 2 years

☐

5-7 years

☐

>10 years

☐

2-4 years

☐

8-10 years

6.Monthly Salary

<RMB 2000

RMB 6000-8000

RMB 2000-4000

RMB 8000-10000

4000-6000RMB

>RMB 10000

7.Is this the first organization you work after graduation?

Yes

No

8.If you have answered the previous question “ No”, please indicate the number of organization you had work before joining the organizations.

1 time

4 times

> 6 times

2 times

5 times

3 times

6times



UUM
Universiti Utara Malaysia

PART B Human Resource Practices

Indicate your level of agreement on the following statements by circling the number that best relates to your choosing from 1-Strongly disagree to 7-Strongly agree. R is reserve question.

EMPLOYEE TURNOVER INTENTION

Strongly Disagree \longrightarrow **Strongly Agree**

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. I frequently think of quitting my job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. I will probably look for a new job within next 12 months | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. I plan to stay in this company to develop my career for a long time (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. For me, this company is the best of all possible organizations to work for (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. It is easy for me to leave my present job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. My investment in my job is too great for me to think of quitting (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

WORK STRESS

Strongly Disagree \longrightarrow **Strongly Agree**

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 1. I think there is a regular working time in the company (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. I am always very busy | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. I think the work schedule often changes | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. I always feel a lot of work but less staff | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. I often feel that the workload is too big for a certain period time | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I often work overtime | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. I need to take on too many roles and responsibilities | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. I can easily complete the goals given by the organization (R) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

COMPENSATION AND BENEFIT

Strongly Disagree \longrightarrow Strongly Agree

1. My salary earned is marked competitive	1	2	3	4	5	6	7
2. My allowances earned is marked competitive	1	2	3	4	5	6	7
3. My benefits given are market competitive	1	2	3	4	5	6	7
4. The company has a fair reward system	1	2	3	4	5	6	7
5. I am satisfied with my current salary	1	2	3	4	5	6	7
6. I am satisfied with the current bonus system	1	2	3	4	5	6	7



UUM
Universiti Utara Malaysia

SUPERVISORY COMMUNICATION

Strongly Disagree \longrightarrow Strongly Agree

1.I think my superior asks me about my interests outside of work	1	2	3	4	5	6	7
2.I question my superior's instructions when I do not understand them	1	2	3	4	5	6	7
3.I tell my superior when I think things being done are wrong	1	2	3	4	5	6	7
4.I question my superior's instructions when I think he/she is wrong	1	2	3	4	5	6	7
5.My superior will let me know why work assignments change	1	2	3	4	5	6	7
6.I do not think my superior keeps me informed about roles and policies (R)	1	2	3	4	5	6	7
7.I think my superior gives clear instructions to me in the group	1	2	3	4	5	6	7
8.I think my superior informs me about future plan for me in the group.	1	2	3	4	5	6	7



THANK YOU FOR YOUR TIME AND COOPERATION

UUM
Universiti Utara Malaysia

APPENDIX 1B – QUESTIONNAIRE



商业管理学院

北方大学

调查问卷

尊敬的受访者，

我是马来西亚北方大学的研究生，在本次调查中寻求您的帮助，有权获得“影响员工离职倾向的因素”。

所提供信息的机密性将被保留并仅用于学术目的，以满足大学的硕士学习要求。

我设计的调查表明，**回答时间不应超过 15 分钟**。 请回答问卷中的所有项目。

提前感谢您，以便在完成此项目时节省您的时间和支持。

此致，

田梦露

人力资源管理硕士（MHRM），

商业管理学院，

马来西亚北方大学。

电子邮件：449331780@qq.com

第一部分：背景情况

介绍：请在最适合您的情况的方框后面打 (√)。只能选择一个答案。

1. 性别

☐ 男

☐ 女

2. 年龄

☐ 小于 25 岁

☐ 36-40 岁

☐ 25-30 岁

☐ 45 岁

☐ 31-35 岁

☐ 46 岁以上

3. 婚姻状况

☐ 单身

☐ 离异

☐ 已婚

☐ 其他情况，请描述_____

4. 最高学历

☐ 高中

☐ 学士

☐ 其他学位_____

☐ 本科

☐ 研究生

5. 在目前岗位工作时间

☐ 小于 2 年

☐ 5-7 年

☐ 10 年

☐ 2-4 年

☐ 大于 10 年

6. 月收入

☐ < 2000 元

☐ 6000-8000 元

☐ 2000-4000 元

☐ 8000-10000 元

☐ 4000-6000 元

☐ > 10000 元

7.这是你的第一份工作吗?

☐ 是

☐ 否

8.如果第七题您回答的是“否”，请选择您之前工作单位的数量?

☐ 1

☐ 4

☐ >6

☐ 2

☐ 5

☐ 3

☐ 6



UUM
Universiti Utara Malaysia

第二部分：人力资源相关问题

通过将 1-强烈不同意的选择相关的数字与 7-强烈同意相联系，表明您对以下陈述的一致程度。R 是想反的问题。

员工离职倾向	非常不同意 —————> 非常同意						
1.我经常想到辞掉工作	1	2	3	4	5	6	7
2.我可能会在未来 12 个月内找一份新工作	1	2	3	4	5	6	7
3.我计划留在这家公司，以发展我的职业生涯很长一段时间 (R)	1	2	3	4	5	6	7
4.对我来说，这家公司是所有可能为工作的组织中最好的(R)	1	2	3	4	5	6	7
5.离我现在的工作很容易	1	2	3	4	5	6	7
6.我对工作的投入太大了，我想不辞职 (R)	1	2	3	4	5	6	7

工作压力	非常不同意 —————> 非常同意						
1.我认为该公司有一个正常的工作时间 (R)	1	2	3	4	5	6	7
2.我总是很忙	1	2	3	4	5	6	7
3.我认为工作时间表经常变化	1	2	3	4	5	6	7
4.我总是觉得自己工作很多，但工作人员却少了	1	2	3	4	5	6	7
5.我经常觉得工作量在一段时间内太大了	1	2	3	4	5	6	7
6.我经常加班	1	2	3	4	5	6	7
7.我需要承担太多的角色和责任	1	2	3	4	5	6	7
8.我可以很容易地完成组织给出的目标 (R)	1	2	3	4	5	6	7

薪酬福利

非常不同意 —————> 非常同意

1.我赚的工资很有竞争力	1	2	3	4	5	6	7
2.我所获得的津贴具有很强的竞争力	1	2	3	4	5	6	7
3.我给出的好处是市场竞争力	1	2	3	4	5	6	7
4.公司有一个公平的奖励制度	1	2	3	4	5	6	7
5.我对目前的工资很满意	1	2	3	4	5	6	7
6.我对目前的奖金制度感到满意	1	2	3	4	5	6	7

监督交流

非常不同意 —————> 非常同意

1.我想我的上司在工作之外向我询问我的兴趣	1	2	3	4	5	6	7
2.当我不理解他时，我质问上司的指示	1	2	3	4	5	6	7
3.当我认为做的事情是错误的时候，我告诉我的上司	1	2	3	4	5	6	7
4.当我认为他/她错了时，我质疑我的上司的指示	1	2	3	4	5	6	7
5.我的上司会让我知道为什么工作任务会改变	1	2	3	4	5	6	7
6.我不认为我的上司让我了解角色和政策（R）	1	2	3	4	5	6	7
7.我认为我的上司在小组中给了我明确的指示	1	2	3	4	5	6	7
8.我想我的上司告诉我这个小组的未来计划。	1	2	3	4	5	6	7

感谢您的时间和配合！

APPENDIX 2: Reliability Analysis for Variables

1) Turnover Intention

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.902	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
Question 1	25.83	28.777	.746	.582	.882
Question 2	25.69	28.243	.773	.620	.877
Question 3	26.02	29.749	.726	.546	.884
Question 4	25.98	31.037	.715	.523	.886
Question 5	26.07	30.909	.707	.536	.887
Question 6	25.91	30.449	.722	.554	.885

2) Work Stress

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.925	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
Question 1	36.91	75.944	.738	.549	.916
Question 2	36.97	75.954	.734	.553	.916
Question 3	37.02	73.490	.791	.630	.911
Question 4	36.90	76.903	.746	.565	.915
Question 5	36.93	75.729	.737	.547	.916
Question 6	36.86	76.337	.743	.561	.915
Question 7	36.96	76.893	.709	.519	.918
Question 8	36.96	75.931	.763	.596	.914

3) Compensation and Benefit

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.893	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
Question 1	13.60	44.937	.764	.613	.862
Question 2	13.62	46.942	.701	.500	.872
Question 3	13.62	46.663	.703	.501	.872
Question 4	13.53	45.366	.588	.346	.894
Question 5	13.80	44.049	.783	.637	.858
Question 6	13.58	45.750	.738	.561	.866

4) Supervisory Communication

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.924	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if item Deleted
Question 1	19.32	85.521	.715	.520	.916
Question 2	19.51	83.382	.749	.577	.914
Question 3	19.59	85.096	.748	.579	.914
Question 4	19.60	84.735	.759	.585	.913
Question 5	19.51	84.266	.737	.566	.915
Question 6	19.38	84.686	.733	.566	.915
Question 7	19.59	82.797	.783	.626	.911
Question 8	19.48	85.487	.719	.539	.916

APPENDIX 3: DESCRIPTIVE STATISTICS OF VARIABLES

Descriptive Statistics

	N	Mean	Median	Standard Deviation
Employee turnover Intention	268	5.18	5.50	1.082
Work Stress	268	4.60	5.0	1.092
Compensation and Benefit	268	2.73	2.17	1.336
Supervisory Communication	268	2.79	2.38	1.306

APPENDIX 4: PEARSON CORRELATION RESULT

Correlations					
		turnover	stress	compensation	supervisory
Employee Turnover Intention	Person Correlation	1	.866**	-.825**	-.822**
	Sig. (2-tailed)		.000	.000	.000
	N	268	268	268	268
Work Stress	Person Correlation	.866**	1	-.901**	-.877**
	Sig. (2-tailed)	.000		.000	.000
	N	268	268	268	268
Compensation and Benefit	Person Correlation	-.825**	-.901**	1	.839**
	Sig. (2-tailed)	.000	.000		.000
	N	268	268	268	268
Supervisory Communication	Person Correlation	-.822**	-.877**	.839**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	268	268	268	268
**significant at the 0.01 level (2 tailed) **p ≤ 0.01					

APPENDIX 5: MULTIPLE REGRESSION RESULT

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.770	.51909

Predictors: (Constant), Work Stress, Compensation and Benefit, Supervisory Communication

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	3.825	.537		7.128	.000
Work Stress	.497	.078	.501	6.362	.000
Compensation and Benefit	-.144	.056	-.178	-2.565	.011
Supervisory Communication	-.194	.052	-.233	-3.698	.000

a. Dependent Variable: Employee Turnover intention

